



## Cambridge City Council

To: Community Services Scrutiny Committee  
Report by: Executive Councillor for Community Development and Health  
Relevant scrutiny committee: COMMUNITY SERVICES 12 January 2012  
Wards affected: All Wards

### **STRATEGIC PARTNERSHIPS AND OUR PRINCIPLES OF PARTNERSHIP WORKING**

#### **Non- Key Decision**

#### **1. Executive summary**

- 1.1 The Executive Councillor for Community Development and Health's remit covers the work of the emerging **Shadow Health and Wellbeing Board** and Cambridgeshire's **Children's Trust**. This report gives scrutiny members a feel for the direction these partnerships are moving in.
- 1.2 The report also assesses how they "shape-up" when the Council's Principles of Partnership Working are applied. It was found that there are strong reasons why the Council should work with these partnerships and that they are developing strong governance arrangements and are open and accessible. Both have locality groups that will provide greater accountability for local commissioning and use of resources but these are still at an early point.

#### **2. Recommendations**

- 2.1 The Executive Councillor for Community Development and Health is recommended to:
  - a) Continue to work with the emerging Health and Wellbeing Board (including the Locality Health Partnership) for Cambridgeshire and the Children's Trust for Cambridgeshire (including the Area Partnership) to ensure high quality services are available to Cambridge citizens and to press for the application our principles as a part of the emerging partnership arrangements.

### 3. Overview

- 3.1 Strategic partnerships in the county have been radically shaken up over the past year in response to national legislative and policy changes and a drive towards more efficient ways of working. The emerging strategic partnerships covering Cambridgeshire (and beyond) are not fully settled and still defining their roles and arrangements.
- 3.2 The emerging strategic partnerships covering Cambridgeshire are:
- **Shadow Health and Wellbeing Board**
  - **Children's Trust**
  - **Local Enterprise Partnership**
- 3.3 An Executive Member whose portfolio includes work covered by a strategic partnership (county-wide) is committed, in the Council's "Principles of Partnership Working" to providing an annual report giving an account of the work of the partnership to their scrutiny committee. The "principles" are intended to help guide our participation and provide aims that we wish to see achieved.
- 3.4 There are other significant partnerships that the Council is involved with, that deliver benefits to local people and help achieve our vision for our communities, outside of the partnerships referred to in section 3.2. These include: the **Cambridge Community Safety Partnership**, **Recycling in Cambridgeshire and Peterborough (RECAP)** and the **LOVE Cambridge Partnership**. The partnerships are not looked at within this report because they have been established for a while and already provide annual reports about their work to the Council's Scrutiny Committees.

### 4. Shadow Health and Wellbeing Board

- 4.1 The Draft Health and Social Care Bill contained proposals for local strategic health and wellbeing boards to bring together the NHS (via GP consortia), public health and local council leaders in each local authority to work strategically and in partnership, as a part of wider reforms to the NHS. These include a new duty for county councils and unitary local authorities to take steps to improve the health of their population.
- 4.2 Cambridgeshire was accepted as an early implementer and a Joint Workstreams Group was commissioned by the Community Wellbeing Partnership to set up a Shadow Health and Wellbeing Board to

transfer public health responsibilities to local government and to put in place joint commissioning arrangements.

- 4.3 Two different models for running a Board were presented to Cambridgeshire County Council's Cabinet on 6 September 2011. The model the County Cabinet supported provides the Shadow Board with a small membership of nine, with one member representing the district councils, operating as a "hub" in a wider network. A district council member's group will meet before each Shadow Board meeting to help inform and guide the contributions of the district representative. The Council has a representative in the Adults Wellbeing and Health Overview and Scrutiny Committee but its relationship with the Shadow Board and the emerging Healthwatch is still being defined.
- 4.4 The present Improving Health Partnerships will be developed so that they become more comprehensive **Local Health Partnerships**, which share information about the needs of local communities, communicate with the Board, and eventually take on some commissioning responsibilities. Each district council will have a representative within the Local Health Partnership covering its area.
- 4.5 The Shadow Board met for the first time on 14 October 2011. It looked at its proposed functions and possible priorities, what a picture of success for the Board might look like, draft terms of reference and the roles and responsibilities of partner organisations. The statutory responsibility for public health and responsibility for the commissioning of NHS services in Cambridgeshire will rest with NHS Cambridgeshire until April 2013.
- 4.6 Earlier this year, a Commissioning Senate of elected GPs was established for Cambridgeshire. This is a sub-committee of the NHS Cambridgeshire Board and in September it assumed responsibility for leading the commissioning and contracting round for 2012/13. It will build the elements of a new system of clinical commissioning, taking decisions that cannot be taken appropriately at locality commissioning level, ready for the transfer in 2013.
- 4.7 The new Clinical Commissioning Group will develop a close working relationship with the Health and Wellbeing Board, and its network, to take forward the wider health and wellbeing strategy and partnership working.

## Applying our “Principles” to the Shadow health and Wellbeing Board

- 4.8 There are strong reasons **why the Council should work in partnership** with the Shadow health and Wellbeing Board. The Council’s services directly contribute to the health and wellbeing of people living in the City. It is important that our contribution is recognised and that we work in a coherent and joined up way with others working towards the same outcomes.
- 4.9 The Shadow Health and Wellbeing Board **is developing effective governance arrangements**. The model of commissioning activity it favours is to look to local health partnerships in its network, to deliver outcomes in their locality against agreed priorities, tailoring delivery according to local need.
- 4.10 The Shadow Board has a small membership of 9, with one member representing the district councils. **Accountability** for the district councils is therefore weaker and will rely on the local authorities providing a steer to their representative through a district local authorities group. The Council had pressed for each district council to have a representative in the Shadow Board.
- 4.11 The **Local Health Partnership** will allow the Council to make its detailed contribution and to inform joint strategic needs analysis (JSNA), based on our knowledge of our local communities, to help identify local priorities, promote healthy living and support interventions. The county-wide JSNA’s will determine the priorities and actions included in the Health and Wellbeing Strategy for Cambridgeshire. The Local Health Partnership is presently being established.
- 4.12 All meetings of the Shadow Board are **open and accessible** to the public. Agenda and papers will be made available on the County Council Website at least 5 working days prior to the meeting and draft minutes of the meeting will be published as soon as possible following the meeting.
- 4.13 The Council will need to forge links with Local Practice Groups and drive forward the Local Health Partnership to help ensure **the best use of resources** is made in terms of local commissioning. A seminar took place on 7<sup>th</sup> December that brought our services to the attention of Local Commissioning Groups, to raise awareness of what we do and could do together in a new Local Health Partnership.

## **5. Children's Trust**

- 5.1 The Cambridgeshire Children's Trust is a partnership between organisations with a role in improving outcomes for children and young people in the area. The Trust Board gives strategic direction and commissions county-wide activity. Area Partnerships inform the decisions of the Trust Board about the priorities in their area and commission local activity.
- 5.2 The Children and Young people's Plan (Big Plan 2) operated until the end of March 2011. An Area Plan had been prepared for the local delivery element of Big Plan 2. The Council was identified as a partner within this plan. This has now been replaced by a more strategic plan setting out the key priorities of the Trust Board, which is informing partners providing or commissioning services for children and young people in Cambridgeshire.
- 5.3 Area Partnerships have now prepared local commissioning plans, (from 2011 to 2014). Priorities for the Cambridge and South Cambridgeshire Area Partnership include support for vulnerable children (5 to 13 years of age); children in Traveller and migrant families; and, children with mental health issues. A local officer group is overseeing this plan, which involves the Council's Children's and Young People's Services Manager.
- 5.4 The Cambridge and South Cambridgeshire Area Partnership is commissioning work under the three priority themes. This work is being funded through one-off pooled funding of £86,000 from the 3 Local Authorities (including £20,000 from the City Council).
- 5.5 The City Council's Children and Young People's Participation Service has teamed up with Romsey Mill and submitted a successful tender to run 3 neighbourhood projects with vulnerable young people in the City and South Cambridgeshire and a pilot project with a group of girls from Abbey ward. Other projects are being commissioned to take forward work with children and families from the Traveller communities in Fen Road and children with mental health problems.
- 5.6 The City Council's Children and Young People's Participation Service has just been reviewed by a Member Panel. The panel's report is also on this committee's agenda.

## Applying our “Principles” to the Children’s Trust Board and Area Partnership

- 5.7 There are strong reasons why the Council should work in partnership with the Children and Young People’s Area Partnership, whose commissioning is already underway. Cambridge has a number of children who fall into the priority groups targeted in the Area Plan and it is vital that they receive the support and services that they need to enable them to fulfil their potential. The Council provides extensive services that support children and young people across Cambridge and works closely with partners to tackle some of the difficulties they face.
- 5.8 The Trust Board has **effective governance arrangements in place**. The Area Partnership is still developing and is presently building consensus around issues of importance across a range of agencies, to influence new provision where possible. The Area Partnership is supported by a multi-agency Implementation Group, which helps to deliver on certain aspects of the Partnership’s activity.
- 5.9 The Children’s Trust Board is composed of representatives from the key organisations that support children, young people and families. The Council is one of these organisations. All members of the Trust Board are responsible for ensuring effective two-way communication between the Board and the organisations, services and partnerships that they represent providing a clear **accountability**.
- 5.10 Meetings of the Children’s Trust Board are **open and accessible** to the press and public. Agenda, reports and minutes are available for inspection at Cambridgeshire County Council’s offices and on the County Council’s website at least five working days in advance of each meeting. The Area Partnership provides an account to the Board.
- 5.11 Partners in the Area Partnership have begun to pool funds – County Council, City Council and South Cambs District Council. Total pooled funds available for 2011-13 are £86,000. Specifications for three priority areas have been agreed with partners, with one already tendered for. The County Council has significantly reduced funding for young people’s services, which will inevitably place additional pressure on the use of resources by the City Council and other providers. This issue has been explored as part of the review of the City Council’s Children and Young People’s Participation Service.

## 6. Implications

### (a) Financial Implications

The partnerships are responsible for commissioning significant levels of services for local people and their effectiveness and efficiency will be vital in achieving good value for money. The City Council does have interdependencies with the partnerships and could face additional pressures if some fail to deliver or redirect resources. For example if people fail to receive sufficient health and social care they may find it difficult to live independently, placing pressure on appropriate housing supply.

### (b) Staffing Implications (if not covered in Consultations Section)

### (c) Equal Opportunities Implications

The partnerships will identify ways of involving all communities, including those who are more disadvantaged. The emphasis for the Children and Young People's Area Board is likely to be on targeting services to support vulnerable young people, whilst the Health and Wellbeing Board will be looking at addressing health inequalities between different groups and localities.

### (d) Environmental Implications

Environmental infrastructure, such as the provision of community and children's centres that support vulnerable families, can improve the wellbeing of local people. The partnerships will deploy the assets, such as buildings, of organisations and it is important that they contribute to reducing their carbon use.

### (e) Consultation

The individual partnerships have their own consultation mechanisms, in part directed by legislation, which give guidance on who should be involved in consultations and how changes are managed and implemented.

### (f) Community Safety

Some of the partnerships have community safety as a core part of their remit and actively consider how they can improve the safety of local communities.

## 7. Background papers

These background papers were used in the preparation of this report:

- i) Establishing a Health and Wellbeing Board and Network for Cambridgeshire – County Cabinet, 6 September 2011.

- ii) The Council's Principles for Partnership Working,  
Updated following Strategy and Resources Scrutiny Committee on  
11 October 2010.

## **8. Appendices**

None.

## **9. Inspection of papers**

To inspect the background papers or if you have a query on the report please contact:

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