



**To:** Business Coordination Board

**From:** Chief Executive

**Date:** 04 January 2018

## **PROPOSED PARTNERSHIP WORKING ARRANGEMENTS**

### **1 Purpose**

- 1.1 The purpose of this report is to update the Business Co-ordination Board (“the Board”) on the progress of discussions around the emerging partnership landscape and how this impacts on Community Safety Partnerships (CSPs) following a report and discussion at the October 2017 meeting of the Cambridge and Peterborough Countywide Community Safety Strategic Board (CCSSB).

### **2 Recommendation**

- 2.1 The Board is recommended to note and endorse the direction described in the report.
- 2.2 The Board is to note CSPs are asked to work with the emerging Living Well Partnership and further explore what steps are needed to create integrated health, social care and policing placed-based delivery vehicles.

### **3 Background**

- 3.1 Increasingly, public services are being designed, developed and delivered as part of a wider system where the organisational ownership of any given opportunity or issue is less important than ensuring the opportunity is taken, or issue is resolved, by all organisations working together.
- 3.2 Alongside this thematic systems-based approach, the importance of existing, and potential of new, area-based working is also widely acknowledged – the issues in Fenland for example are often very different to those in, say, South Cambridgeshire.
- 3.3 There is also a need to reform service delivery arrangements in order to, at worst contain and at best reduce, demand for high cost and/or often inappropriate public sector interventions while still effectively managing any emerging risks. In turn there needs to be a more balanced approach to service delivery where the most appropriate

services are delivering the most appropriate interventions – for example, policing to focus on high harm and victim-based crime, councils to focus on lower harm, neighbourhood-based issues.

- 3.4 This paper therefore sets out to describe a system-wide approach to broad public sector issues at a countywide level, alongside an arrangement for place-based forums that enable these key issues to be distilled and applied at a local level and to ensure the key differences between and within our communities is understood and respected.

#### **4 Scope**

- 4.1 The original motivation for this paper was to review community safety partnership arrangements in light of a renewed commitment to, and the growing success of, the Countywide Community Safety Strategic Board chaired by the Police and Crime Commissioner (“the Commissioner”).
- 4.2 However, in developing the thinking around this agenda it has become very clear that there is huge potential to link to incorporate other key public sector priorities alongside community safety, particularly skills and economic development, housing, health and community resilience.

#### **5 Community Safety as the driver for change**

- 5.1 Community safety across Cambridgeshire and Peterborough is governed by CSPs which are coterminous with district or unitary council boundaries. Each CSP produces an individual strategic plan based on a needs assessment. Legislation requires that a number of Responsible Authorities are represented on each CSP, specifically the local authority (upper and lower tier), police, fire and rescue service, CCG, Combined Authority and probation. Each CSP in Cambridgeshire and Peterborough operates differently, although in all cases a wider range of partner agencies attend the meetings.
- 5.2 Cambridgeshire also has a Countywide Community Safety Strategic Board (CCSSB), which has recently been reviewed and relaunched, with members signing a new community safety agreement. The countywide board is chaired by the Commissioner, and includes representatives from each of the CSPs as well as other key partners. A number of thematic delivery boards report into this countywide board focussing on identified high priority issues such as domestic abuse, human trafficking, youth offending and road safety.
- 5.3 The requirement to establish community safety partnerships in each local authority area is set out in the Crime and Disorder Act 1998. Since this Act became law, the role of the Commissioner has been created for each constabulary area, scrutinised by Police and Crime Panels. This is set out in the Police Reform and Social Responsibility Act 2011. The Act gives Commissioners the power to combine community safety partnerships, if CSPs wish to do so.
- 5.4 There are already a number of Responsible Authorities that deliver their operational services across Cambridgeshire and Peterborough, specifically the police, fire and rescue service, probation and the NHS.
- 5.5 Additionally both Cambridgeshire County and Peterborough City Councils have begun to share senior resources (Chief Executive and some directors), as well as some

operational services such as domestic abuse, adult skills and youth offending. This closer working arrangement at upper tier level also includes a renewed commitment to working differently and more effectively with other tiers of local government and particularly district councils, in order to ensure demand for more costly or less appropriate service interventions is managed and that the collective resource across the public sector is harnessed.

- 5.6 As demand for key public services continues to increase, so our collective ability to respond to tackling lower harm issues is under pressure. This is true across the whole public sector offer – low harm neighbourhood issues are not able to be resolved, homelessness continues to increase, accident and emergency departments are operating beyond capacity, and there is a danger social care caseloads in both adults and children’s services are stretched beyond capacity. Public services need to work together to mitigate the risks this is likely to pose to ensure positive outcomes are achieved.
- 5.7 The devolution deal signed by all local authority leaders committed to driving public sector reform to respond to this and the green shoots of this change are emerging.
- 5.8 Each CSP has been actively considering how best they can respond to the pressures set out above. However this has been in the context of a shifting partnership landscape, preventing definitive recommendations as to the next steps coming forward from the CSPs themselves.

## **6 Rethinking Partnership Arrangements**

- 6.1 It is clear that innovation requires strong and collective leadership, and that the most effective change happens when it is created through collaboration and partnership and a shrinking together rather than silo working. It is therefore proposed that a new way of collaborating to address public sector issues is introduced that serves to address some of the factors described above and which builds on positive work already in place:
- The relaunched Countywide Community Safety Strategic Board is gathering momentum, and is already focussing on some of the big strategic issues that affect all of us – housing and homelessness, domestic abuse and other high harm crimes, victims and offenders etc.
  - There is a well-established partnership board focussing on housing and homelessness – the sub-regional housing board
  - A relatively new partnership group has been formed to focus on issues and interventions in communities. The Senior Officers Communities Network draws together partners across district, unitary and county councils, public protection services, the office of the police and crime commissioner, health services, and voluntary and faith sectors to develop joint approaches to building community resilience and reducing demand in statutory services.
- 6.2 Work has also been progressing led by the Combined Authority to define Cambridgeshire and Peterborough’s shared aspirations (below) as well as develop the scope and approach for public service reform in Cambridgeshire and Peterborough.
- Have access to a good job within easy reach of home
  - Live in healthy, thriving and prosperous communities

- Be part of a workforce for the modern world founded on investment in skills and education
- Be environmentally sustainable
- Be the UK's capital of innovation and productivity

6.3 The Public Service Board have also recently debated the future role and shape of that board, and it is clear that this should be a key vehicle for providing strategic oversight and enabling partnership working. The Board identified the importance of embracing positive ways of working namely:

- Work as one team.
- Demonstrate positive leadership in all we do, setting the right example and displaying positive behaviours.
- Look further ahead and anticipating and responding to future challenges and opportunities of a cross cutting nature.
- Explore the evidence and understand the issues that cut across geographies and organisational boundaries so that we can agree priorities and share solutions.
- Focus on system-wide strategic issues.
- Agree the collective outcomes we are seeking to achieve.
- Harness our resources to work together to deliver these.
- Provide leadership to our organisations to support those agreed priorities and be candid with each other where there are political or other obstacles to delivery.
- Create an environment within which we can test delivery models outside of existing organisational boundaries.
- Manage risk and unblock obstacles to achieving outcomes across the system.
- Make time for briefing and updating each other on significant issues especially those that impact on other partners.
- Make space to share learning and successes in tackling common problems.

6.4 The Local Policing Review (LPR) currently being undertaken by Cambridgeshire Constabulary sets out a new model for policing, including a move to two policing areas instead of six. Each Local Authority district will be managed by a uniformed NHP Inspector on a geographic basis, in addition each Inspector will have thematic responsibilities across the wider geographic policing area.

6.5 Recognising the need to change ways of work colleagues in the health and social care sector have recently concluded work to reform their area-based approach to focussing on health-related issues culminating in the creation of Living Well Partnerships. Four partnerships have been creating covering Fenland and East Cambs, Cambridgeshire and South Cambs, Huntingdon and Peterborough. Each draw together key stakeholder from districts, health and social care. CSPs have been invited to arrange their meetings on the same day to facilitate joint working. Both Living Well Partnerships and CSPs have an important shared agenda covering issues such as mental health, vulnerability, domestic abuse and access to housing. The boundaries of these new Living Well Partnerships are not aligned with the Local Policing Review

- 6.6 A new Cambridgeshire and Peterborough wide Senior Officers Communities Network has also been launched to improve co-ordination of operational delivery at the community level, despite the challenge of boundaries.
- 6.7 Building on the above work, discussions are being had with respect to creating a single place-based forum which could see, for example, a wider range of inter-connected issues being discussed in the same meeting. The new Living Well Partnership provide a foundation for this and some CSPs have agreed to meet on the same day to increase efficiency and reduce the number of meetings that partners need to attend. It is proposed that partners jointly support the creation of an area-based co-ordinator for each of the designated areas, to support this new way of working.
- 6.8 The work of each of the partnership boards could be supported by a thematic countywide strategic assessment that sets out the data and evidence to support comprehensive decision making and commissioning decisions. These could still be nuanced for localised delivery decisions. This emerging landscape is set out in Appendix 1.

**7 Next Steps**

- 7.1 Against a backdrop of increasing demand the wider partnership landscape with in which CSPs are operating is rapidly changing. CSPs have been invited to link in with the new Living Well Partnerships and are currently considering this option.

**8 Recommendation**

- 8.1 The Board is recommended to note and endorse the direction described in the report.
- 8.2 The Board is to note CSPs are asked to work with the emerging Living Well Partnership and further explore what steps are needed to create integrated health, social care and policing placed-based delivery vehicles.

**BIBLIOGRAPHY**

Source Document(s)	
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