

Cambridgeshire and Peterborough Countywide Community Safety Strategic Board

Tuesday 21st January 13:00 – 15:00, Police HQ, Huntingdon

Agenda

1. Introduction & apologies	Ray Bisby	5
2. Minutes & actions of the meeting held 23 rd October 2019	Ray Bisby	5
3. Domestic Abuse & Sexual Violence Delivery Group	Det. Supt Laura Kosciwicz	15
4. Modern Slavery Delivery Group	Det. Supt Becky Tipping	15
5. East Cambs CSP – Developing Community Resilience and a preventative approach to Modern Slavery.	Shona McKenzie	20
6. A focus on Fenland CSP: a) Adopting the principles of Think Communities b) Fenland CSP – Developing homelessness prevention	Dan Horn, Alan Boughen Dan Pearce	30
7. System transformation – moving forward in 2020	Dorothy Gregson	20
8. Quarterly updates from Delivery Groups – refining the process	Alasdair Baker	5
9. Forward agenda plan	Alasdair Baker	5

Cambridgeshire and Peterborough
Countywide Community Safety Strategic Board

Tuesday 21st January 13:00 – 15:00, Police HQ, Huntingdon

Dates for future meetings:

Tuesday 21st April 2020, 13:00 – 15:00

Tuesday 14th July 2020, 13:00 – 15:00

Tuesday 20th October 2020, 13:00 – 15:00

All meetings to be held at Police HQ, Huntingdon, PE29 6NP.

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For any enquiries relating to the meeting, please email:
cambs-pcc@cambs.pnn.police.uk marked FAO: Alasdair Baker.

Cambridgeshire and Peterborough Countywide Community Safety Strategic Board

Wednesday 23rd October 2019, 13:30 – 15:30, Police HQ**ACTIONS**

	Action	Owner
1	Alasdair Baker to link with the workplace development workstream of Think Communities to ensure workforce development with Community Safety, e.g. the MEAM Coalition, links to this workstream.	Alasdair Baker
2	Debbie Kaye to link with the Drug and Alcohol Misuse Delivery Board's Task and Finish Group developing a behaviour change campaign targeting class A drug users.	Debbie Kaye, Dr Liz Robin
3	Jo Procter to speak with Dr Emma Tiffin to identify an appropriate contact from the CCG new care models programme in relation to themed case reviews.	Jo Procter, Dr Emma Tiffin, Catherine Kimberley
4	Dr Emma Tiffin to speak with Jo Lancaster about how the place-based delivery work in Huntingdon could be built into the CCG new care models programme.	Dr Emma Tiffin
5	Dr Emma Tiffin to share slides from a relevant presentation outlining key stakeholders in the mental health transformation project. Alasdair Baker to circulate the slides to partners to identify any further opportunities for representation.	Dr Emma Tiffin, Alasdair Baker
6	Jo Procter and Gareth Edwards to discuss opportunities for further learning from Local Safeguarding Board and NPCC workstreams.	Jo Procter, Gareth Edwards
7	Gareth Edwards to share learning around setting thresholds used to manage access into services with Leigh Roberts.	Gareth Edwards, Leigh Roberts
8	Jo Procter, on behalf of the Safeguarding Boards will pull together a wider strategy group to understand gaps in learning and look for opportunities to coordinate work on child exploitation and place-based working.	Jo Procter
9	Rob Hill to work with Debbie Kaye to explore opportunities to support Cambridge City CSP with their community training utilising the Eyes and Ears model.	Rob Hill, Debbie Kaye
10	Dr Emma Tiffin to share information about mental health schools intervention with Debbie Kaye.	Dr Emma Tiffin, Debbie Kaye
11	Jo Procter to share an already prepared schools pack about mental health with Debbie Kaye.	Jo Procter, Debbie Kaye
12	Det. Supt Laura Kosciwicz to consult with partners and scope opportunities to consolidate Delivery Groups focused on criminal exploitation.	Det. Supt Laura Kosciwicz
13	Alasdair Baker to consult delivery group chairs on an updated quarterly update process.	Alasdair Baker

Cambridgeshire and Peterborough Countywide Community Safety Strategic Board

Wednesday 23rd October 2019, 13:30 – 15:30, Police HQ

Minutes

Present		
Name		Representing
Jason Ablewhite	JA	Police and Crime Commissioner (Chairman), Criminal Justice Board
Ray Bisby	RB	OPCC (Vice Chairman), Road Safety Partnership
Dr Dorothy Gregson	DG	OPCC
Claire Higgins	CH	Safer Peterborough Partnership, Cross Keys Homes
Jo Procter	JP	Cambridgeshire and Peterborough Safeguarding Boards
Rob Hill	RH	Cambridgeshire County & Peterborough City Councils, Safer Peterborough Partnership, DA & SV Delivery Group
ACC Dan Vajzovic	DV	Cambridgeshire Constabulary, Joint Youth Justice Management Board
Dr Liz Robin	LR	Public Health, Cambridgeshire & Peterborough Health and Wellbeing Boards, Drug & Alcohol Misuse Delivery Group
Jo Lancaster	JL	Huntingdonshire District Council
Dr Emma Tiffin	ET	Cambridgeshire & Peterborough CCG, Mental Health Delivery Group
Suzanne Hemingway	SH	Cambridge City Council, The Housing Board
Russell Rolph	RR	Voluntary and Community Sector
Leigh Roberts	LRO	Cambridgeshire Research Group
Shona McKenzie	SM	East Cambridgeshire District Council, East Cambridgeshire CSP
Debbie Kaye	DK	Cambridge City Council, Cambridge City CSP
Dan Horn	DH	Fenland District Council, Fenland CSP
Angela Parmenter	AP	East Cambridgeshire District Council
Matthew Ryder	MR	National Probation Service, CJB Offender Sub-Group
Dave Sargent	DS	Cambridgeshire and Peterborough Safeguarding Boards
Gareth Edwards	GE	NPCC Vulnerability Knowledge & Practice Programme
Lorraine Parker	LP	NPCC LSCB Reform Coordinator
Supt. Laura Hunt	LH	Cambridgeshire Constabulary, Mental Health Delivery Group, Drug & Alcohol Misuse Delivery Group
Cristina Strood	CS	OPCC, CJB Offender Sub-Group
Finlay Flett	FF	Huntingdonshire CSP
Det. Supt Laura Koscikiewicz	LK	Cambridgeshire Constabulary, Criminal Exploitation Delivery Group
Heather Wood	HW	South Cambridgeshire District Council
Alasdair Baker	AB	OPCC (minutes)
Apologies		
Name		Representing
Sarah Tabbitt	ST	Huntingdonshire CSP, Early Help
Stephen Beckett-Carroll	SB-C	BeNCH CRC
Russell Wate	RW	Cambridgeshire and Peterborough Safeguarding Boards
Ryan Stacey	RS	Cambridgeshire Fire and Rescue Service
CC Nick Dean	ND	Cambridgeshire Constabulary
DCC Jane Gyford	JG	Cambridgeshire Constabulary

Julie Farrow	JF	Support Cambridgeshire, Hunts Forum
Kevin Napier	KN	Cambridgeshire Fire and Rescue Service, East Cambridgeshire CSP
Adrian Chapman	AC	Cambridgeshire County & Peterborough City Councils

1	Introduction & apologies
1.1	Introductions were made and apologies noted.
2	Minutes and actions of the meeting held 10th July 2019
2.1	All present agreed minutes of the meeting held 10 th July as a true and accurate record.
2.2	There were nine actions from the previous meeting, all were marked completed.
3	Drug and Alcohol Misuse Delivery Board: A holistic approach to vulnerability
3.1	LH highlighted the board’s evidence-based approach to multiple vulnerability and building resilience.
3.2	LR updated partners on escalating issues related to prescribed opioids and increased deaths relating to cocaine, outlining the role GPs and Primary Care Networks (PCNs) have in tackling this problem.
3.3	The Drug + Alcohol Board has held workshops with housing and criminal justice partners which have been positively received and are furthering a joint understanding of system issues.
3.4	JA recognised the wide-reaching impact of drug and alcohol misuse on communities and stressed a preventative approach was the right approach.
3.5	DG was pleased the recently completed drug-related death review now incorporated police information. The wider role of policing within harm minimisation was emphasised by the fact a high percentage of victims of drug-related deaths had been involved with the criminal justice system in the six months prior to their death.
3.6	DG picked up on support for the lead professional approach and the link to the Making Every Adult Matter (MEAM) model, work of the safeguarding boards and the Think Communities workstream. DG asked how partners can provide a clear training offer around this side of work.
3.7	JP recognised the current adult training provided a good building block, and was open to developing a multi-agency lead professional approach for adults.
3.8	ACTION: Alasdair Baker to link with the workplace development workstream of Think Communities to ensure workforce development with Community Safety, e.g. the MEAM Coalition, links to this workstream.

3.9	LR updated on a campaign being developed to target class A drug users. Cambridge City are keep to support this campaign.
3.10	ACTION: Debbie Kaye to link with the Drug and Alcohol Misuse Delivery Board's Task and Finish Group developing a behaviour change campaign targeting class A drug users.
4	<p>Mental Health Delivery Board: Tackling mental health crisis in partnership</p> <p>4.1 LH echoed the similarities with the Drug and Alcohol Misuse Delivery Board, and stated the local plan draws from a national agenda.</p> <p>4.2 The Serenity Integrated Mentoring (SIM) project has secured additional funding and a neighbourhood policing officer will be linked into this.</p> <p>4.3 ET shared that Cambridgeshire and Peterborough Foundation Trust's (CPFT) PRISM initiative has been shortlisted for several awards, key to this is the shift towards prevention and use of primary healthcare pathways to ensure access to treatment. ET shared that the PRISM service is focused on place-based need, rather than on population numbers.</p> <p>4.4 ET explained Peterborough has been chosen to take part in a new care models programme, which is a transformation project focused on seamless patient pathways, place-based care and mental health provision support in primary care environments. This will come with £1.8m of additional resource, and the Clinical Commissioning Group (CCG) have committed to recurrent funding once the pilot is finished.</p> <p>4.5 The project will enable increased Community Psychiatric Nurse (CPN) provision who will be able to spend time treating, rather than assessing patients. It will also bring increased psychology provision, social workers, recovery coaches and a pharmacist. A key challenge will be linking in with social prescribing by PCNs.</p> <p>4.6 JP was keen to link with ET in relation to themed case reviews where serious mental health concerns were a factor.</p> <p>4.7 ACTION: Jo Procter to speak with Dr Emma Tiffin to identify an appropriate contact from CCG new care models programme in relation to themed case reviews.</p> <p>4.8 JL highlighted the key themes of prevention and multi-agency working in any change programme. JL was also mindful that there should be realistic expectations around what capacity PCNs have to deliver work.</p> <p>4.9 ACTION: Dr Emma Tiffin to speak with Jo Lancaster about how the place-based delivery work in Huntingdon could be built into the CCG new care models programme.</p>

4.10	ACTION: Dr Emma Tiffin to share slides from a relevant presentation outlining key stakeholders in the mental health transformation project. Alasdair Baker to circulate the slides to partners to identify any further opportunities for representation.
4.11	RB could envisage increased demand around mental health in Fenland related to drug use, ET confirmed the CCG are linked to the Public Health steering group and this was being considered. LR added that Public Health Commissioners are planning a deep dive into the Fenland issues. DH added that Fenland CSP are having a focused session on this at their October meeting.
5	National Police Chiefs Council (NPCC) Vulnerability, Knowledge and Practice Programme
5.1	GE and LP delivered a presentation on the Vulnerability, Knowledge and Practice Programme.
5.2	JP offered to share information with GE about a local piece of work on child safeguarding which highlighted professional curiosity, risk assessments and lived experience as key local themes.
5.3	The Children's Safeguarding Board is also looking at links to place-based delivery and Public Health Boards.
5.4	ACTION: Jo Procter and Gareth Edwards to discuss opportunities for further learning from Local Safeguarding Board and NPCC workstreams.
5.5	LP stated organisations have more commonalities than differences, this is important when trying to co-ordinate complex delivery workstreams. There is a lot of ongoing national work that can be learnt from.
5.6	LRO asked if other areas had picked up issues related to threshold setting in urban vs. rural areas. GE confirmed this had been seen and there are identified routes to address this, including looking at escalation routes, third sector support and reviewing thresholds.
5.6	ACTION: Gareth Edwards to share learning around setting thresholds used to manage access into services with Leigh Roberts.
5.7	DG highlighted two workstreams with an opportunity for co-ordination: the delivery of the action plan around child exploitation, and the place-based work DK was leading on serious violence.
5.8	DG also reflected on the questions around data, partnership working, system leadership and system change, and how these can bridge safeguarding and Think Communities workstreams.
5.9	LK shared that work is ongoing to develop a wider strategy. JP stressed the importance of communicating any strategy to ensure it reaches the frontline, not just senior management.

5.10	JA was clear that partners need to understand gaps in learning and look for opportunities to coordinate work.
5.11	ACTION: Jo Procter, on behalf of the Safeguarding Boards will pull together a wider strategy group to understand gaps in learning and look for opportunities to coordinate work on child exploitation and place-based working.
5.12	JP shared that the Safeguarding Board has also undertaken work to develop a presentation for schools to deliver consistent messaging and dovetail with the Healthy Schools Resilience training in schools.
5.13	DV supported an evidence-based approach to identifying disruptive and preventative opportunities and outlines this will involve taking a brave step to divert resources to mainstream preventative activity.
5.14	DV asked if the development of the new Domestic Abuse & Serious Violence strategy could provide an opportunity to work differently, by asking partners all to sign up to this as a concordat, rather than have it as a strategy owned by one organisation or partnership.
5.15	DK made clear that place-based partnerships had a key role in safeguarding, particularly as it is an important issue for the community.
5.16	DK shared how Cambridge City CSP are looking to deliver training across the public, private and voluntary sector to develop community resilience. RH identified some links that could be made with East Cambridgeshire's Eyes and Ears initiative.
5.16	ACTION: Rob Hill to work with Debbie Kaye to explore opportunities to support Cambridge City CSP with their community training utilising the Eyes and Ears model.
5.17	ET and JP also offered to share details of support packages for schools.
5.18	ACTION: Dr Emma Tiffin to share information about mental health schools intervention with Debbie Kaye
5.19	ACTION: Jo Procter to share an already prepared schools pack about mental health with Debbie Kaye.
5.20	JP and DS identified Lisa Riddle as a key link to Cambridge City CSP.
6	Transformation in action: Developing Oxmoor
6.1	JL talked partners through the presentation, detailing the approach Huntingdonshire Community Safety Partnership have taken to work with the community and how they are undertaking a problem solving process to address this.
6.2	JA stated this presentation gave partners a clear example of transformation in action, and linked back to many of the themes that emerged throughout the meeting, including

	understanding and responding to the needs of the community, utilising existing resources and improving communication.
6.3	JL will continue to share learning from the project, and welcomes stakeholder involvement. Discussion on this item linked closely with the next agenda item.
7	Place-based partnerships – the next steps
7.1	The paper set out a number of workstreams that are increasingly aligning. DG stated it is helpful to challenge our thinking and be mindful there is further progress to be made.
7.2	An important next step will be updating the Countywide Community Safety Agreement and reducing the number of high risk delivery groups. Partners supported a reduction in the number of delivery groups and LK would be reviewing this. Updating the agreement is on the forward agenda plan for April 2020
7.3	ACTION: Det. Supt Laura Koscikiewicz to consult with partners and scope opportunities to consolidate Delivery Groups focused on criminal exploitation.
7.4	DG highlighted the importance of understanding the role workforce development has in progressing place-based delivery and developing a lead professional approach.
7.5	At the recent Public Service Board (PSB) there was a discussion about the need to understand links to the NHS Local Sustainability and Transformation Partnerships (STPs), this could be facilitated in an event early in 2020.
8	Quarterly updates from Delivery Groups
8.1	AB explained that the quarterly update process was being reviewed, and that partners would be consulted as part of the review.
8.2	ACTION: Alasdair Baker to consult delivery group chairs on an updated quarterly update process.
9	Forward agenda plan
9.1	The future agenda plan was circulated as Appendix 1. Partners were asked to note the plan, and be mindful of requests for papers to future board meetings, in line with the plan.

Next meeting – Tuesday 21st January 2019 – 13:00 – 15:00, Police HQ Huntingdon

Cambridgeshire and Peterborough Countywide Community Safety Strategic Board

To:	Cambridgeshire and Peterborough Countywide Community Safety Strategic Board
From:	Det. Supt. Laura Kosciwicz & Rob Hill
Date:	22 January 2020
Title	Cambridgeshire and Peterborough Domestic Abuse and Sexual Violence Strategies 2019

1 Purpose

- 1.1 The purpose of this report is to introduce the Countywide Community Safety Strategic Board (“the Board”) to the redefined Domestic Abuse and Sexual Violence Strategies for Cambridgeshire and Peterborough.

2 Recommendation

- 2.1 The Board is recommended to note the contents of the report.

3 Introduction

- 3.1 In March 2016 the government produced the Violence Against Women and Girls Strategy 2016 -2021. This Strategy is set out according to the existing strategic pillars: prevention, provision of services, partnership working, and pursuing perpetrators. The crimes addressed through this strategy are the crimes that disproportionately affect women and girls, which are domestic abuse, sexual violence, stalking, and so-called ‘honour-based’ violence including forced marriage and Female Genital Mutilation (FGM).
- 3.2 This Strategy also sits alongside other, closely linked pieces of work from across government such as the Victims’ Strategy. It is clear that all victims of crime should be supported, but that particular hidden crimes merit their own, focused, response.
- 3.3 Locally the Cambridgeshire and Peterborough VAWG Strategy 2017 – 2021 was developed in response to the national VAWG strategy and based on the 2017 local VAWG Needs Assessment. In addition this strategy was developed based on a resource envelope that supported a larger offer.

4 Redefining the Strategy

- 4.1 The Cambridgeshire and Peterborough 2017-2021 VAWG strategy and associated action plan are complex documents, with many actions focusing on projects that are funded through external grants, some of which will end in March 2020. With this in mind it was felt timely to redefine the strategy to simplify the offer and ensure services are able to deliver against this strategies in times of reduced resource and funding.
- 4.2 A decision was also taken to separate the Domestic Abuse and Sexual Violence elements within the strategy. This was based on findings from other areas but is mainly to ensure there is specific focus on both of these vital areas.

4.3 Given the recent Domestic Abuse Bill that is currently going through parliamentary processes the revision of the strategies is timely to ensure we are delivering against the proposed new legislation. The Bill has three main aims, which our redefined strategy is very much centred around:

- Raising awareness and understanding about the devastating impact of domestic abuse on victims and their families
- Further improving the effectiveness of the justice system in providing protection for victims of domestic abuse and bringing perpetrators to justice
- Strengthening the support for victims of abuse by statutory agencies

4.4 In developing the new strategies key partners were engaged in the process and attended several planning sessions. These included Police, CCG, DASV Partnership, Local Authority Children's Services, Safeguarding Board and the OPCC. The draft strategy has also been taken to the Domestic Abuse and Sexual Violence Delivery Group.

5 Strategies and Action plans

5.1 The aim of the strategies is to ensure that women, children and men in Cambridgeshire are kept safe from domestic abuse and sexual violence and have opportunities leading to healthy lives. In order to do this several strategic aims have been identified as below, and a core offer developed to meet these aims:

- Working to prevent people becoming offenders of domestic abuse and sexual violence and reducing victimisation by challenging the attitudes and behaviours which foster it.
- Reducing the risk to victims and intervening to prevent it from continuing, recurring or escalating.
- Promoting the safety and protection of victims and survivors.
- Appropriately pursuing and challenging perpetrators.
- Ensuring all victims and survivors have access to appropriate and proportionate outcome-focused jointly commissioned support.

5.2 A multi-agency action plan will now be developed to address these aims, drawing on the previous VAWG action plan, and identifying a core and enhanced offer.

5.3 The full strategy can be found at Appendix 1.

6 Core and Enhanced Offer

6.1 In times of austerity, combined with the ending of external grants, it seemed timely to define our core offer, which we will deliver within core funded services. In addition to this we will develop an extended offer based on identified need that will be delivered where funding and capacity allows. This will enable us to identify priorities for funding when additional opportunities arise.

6.2 The core offer will include a response to all victims of domestic abuse and sexual violence through the following:

- Police response
- Independent Domestic Violence Adviser (IDVA) Service
- Independent Sexual Violence Adviser (ISVA) Service
- Victim and Witness Hub
- Sexual Assault Referral Centre (SARC)
- Telephone support for all victims/survivors
- Provision of refuge accommodation
- Perpetrator panel
- Community awareness work
- Training for professionals

6.3 The enhanced offer will be based on identified need and evaluation of existing projects. This could include:

- Support for children who have experienced and witnessed domestic abuse/sexual violence, including counselling
- Outreach support for victims/survivors
- Target hardening schemes
- Adolescent to Parent Violence and Abuse work
- Group work programmes
- Whole Housing approach
- Perpetrator programmes
- Work with minority groups

6.4 An enhanced Domestic Abuse and Sexual Violence offer will require additional resources.

6.5 Although women and girls are disproportionately harmed by all VAWG crime types, locally we recognise that men and boys can also be victimised

7 Recommendation

7.1 The Board is recommended to note the contents of the report.

Contact Officer(s)	Det. Supt. Laura Koscikiewicz & Rob Hill
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Cambridgeshire and Peterborough Violence against Women and Girls Strategy 2019

Our vision is to reduce the harms associated with *Violence against Women and Girls (and men/boys)* and to prevent these crimes from occurring within our communities. We commit to taking new, innovative and **evidenced** approaches, focusing on harm reduction in our communities, preventing victimisation and repeat victimisation.

Whilst acknowledging the role of traditional approaches such as Criminal Justice, we will prioritise an approach which seeks to improve the long term safety leading to positive outcomes for our communities. The partnership recognises there **may** be a risk associated with this approach, however accepts this is necessary to deliver resilient, thriving communities.

We will deliver a strong core offer against our statutory partnership responsibilities whilst understanding, where funding is available, how we seek to strengthen this offer.

Violence Against Women and Girls (VAWG)' is defined by the Home Office as:

Any act of gender-based violence that results in, or is likely to result in, physical, sexual or psychological harm or suffering to women, including threats of such acts, coercion or arbitrary deprivation of liberty, whether occurring in public or in private life (United Nations, 2013 and Home Office, 2016).

The National VAWG agenda now also includes the following types of violence and abuse¹:

- Domestic Abuse
- Sexual Violence
- Female Genital Mutilation (FGM)
- Forced Marriage (FM)
- Stalking and Harassment
- Honour-Based Violence (HBV)

Although women and girls are disproportionately harmed by all VAWG crime types, locally we recognise that men and boys can also be victimised. All children, whether direct or indirect victims of VAWG, are harmed by its impact. Some people exclusively use the term "survivor" over "victim," and vice versa. We have decided to use the terms interchangeably within the strategy.

To achieve this we have made the decision to divide our strategy into a Domestic Abuse and a separate Sexual Violence strategy building on the previous VAWG strategy 2017-2021. These strategies, and the associated delivery plans, will be refreshed on an annual basis. They will set out our core offer against our statutory partnership responsibilities whilst understanding, where funding is available, how we seek to strengthen this offer.

This document forms the **Domestic Abuse** plan for the overarching Violence against Women & Girls (VAWG) Strategy for Cambridgeshire and Peterborough.

¹ Trafficking / Prostitution & Child Sexual Exploitation (CSE) are managed through alternative partnership strategies

We commit to-

- Working to prevent people becoming offenders of domestic abuse and reducing victimisation by challenging the attitudes and behaviours which foster it.
- Reducing the risk to victims and intervening to prevent it from continuing, recurring or escalating.
- Perpetrators are appropriately pursued and challenged.
- Through a joint commissioning approach we will ensure all victims have access to appropriate and proportionate outcome-focused support.

Strategic Aim	Core Offer
Working to prevent people becoming offenders of domestic abuse and reducing victimisation by challenging the attitudes and behaviours which foster it.	<ul style="list-style-type: none"> • Delivering a preventative programme of resources within education settings across the county. • Delivering consistent preventative messages into the community, aiming to create communities where domestic abuse is unacceptable/ not tolerated. • Ensuring our wider workforce recognises and challenges inappropriate behaviour to support a positive culture.
Reducing the risk to victims and intervening to prevent it from continuing, recurring or escalating.	<ul style="list-style-type: none"> • Ensuring our wider workforce have the appropriate skills and knowledge to recognise Domestic Abuse, know what to do about and will act upon it. • Developing our response based on a consistent understanding of risk of harm, and the impact of trauma across the partnership.
Perpetrators are appropriately pursued and challenged.	<ul style="list-style-type: none"> • Working in partnership with agencies to challenge and prevent future offending. • Taking appropriate action to bring to justice those who perpetrate domestic abuse.
Through a joint commissioning approach we will ensure all victims have access to appropriate and proportionate outcome-focused support.	<ul style="list-style-type: none"> • Ensuring victims and their families are identified early and offered support services based on their risk and need, supporting them to lead resilient, healthy lives.



This document forms the **Sexual Violence** plan for the overarching Violence against Women & Girls (VAWG) Strategy for Cambridgeshire and Peterborough.

We commit to:

- Working to prevent people becoming offenders of sexual violence and reducing victimisation by challenging the attitudes and behaviours which foster it.
- Promoting the safety and protection of victims and survivors.
- Appropriately pursuing and challenging perpetrators.
- Ensuring all victims and survivors have access to appropriate and proportionate outcome-focused jointly commissioned support.

Strategic Aim	Core Offer
Working to prevent people becoming offenders of sexual violence and reducing victimisation by challenging the attitudes and behaviours which foster it.	<ul style="list-style-type: none"> • Supporting the development of a preventative programme of resources within education and community settings across the county.
Promoting the safety and protection of victims and survivors.	<ul style="list-style-type: none"> • Ensuring our wider workforce have the appropriate skills and knowledge to respond to reports of sexual violence in a professional and consistent manner.
Appropriately pursuing and challenging perpetrators.	<ul style="list-style-type: none"> • Taking appropriate action to bring to justice those who perpetrate sexual violence. • Working in partnership with agencies to challenge and prevent future offending.
Ensuring all victims and survivors have access to appropriate and proportionate outcome-focused jointly commissioned support.	<ul style="list-style-type: none"> • Ensuring all survivors of sexual violence will be offered seamless support based on their needs.

**Cambridgeshire and Peterborough
Countywide Community Safety Strategic Board**

To:	Cambridgeshire and Peterborough Countywide Community Safety Strategic Board
From:	East Cambridgeshire Community Safety Partnership
Date:	21 January 2020
Title	Developing Community Resilience and a preventative approach to Modern Slavery in East Cambridgeshire

Presentation to follow

**Cambridgeshire and Peterborough
Countywide Community Safety Strategic Board**

To:	Cambridgeshire and Peterborough Countywide Community Safety Strategic Board
From:	Fenland Community Safety Partnership
Date:	21 January 2020
Title	Fenland CSP – Adopting the principles of Think Communities and developing homelessness prevention pathways

Presentation to follow

Cambridgeshire and Peterborough Countywide Community Safety Strategic Board

To:	Cambridgeshire and Peterborough Countywide Community Safety Strategic Board
From:	Dorothy Gregson
Date:	21 January 2020
Title	System transformation – moving forward in 2020

1 Purpose

- 1.1 The purpose of this report is to reflect to the Countywide Community Safety Strategic Board (“the Board”) key aspects of local system change processes, and consider action required to ensure a vision for co-ordinated action in 2020.

2 Recommendations

- 2.1 The Board is recommended to support the OPCC to draft an update to the existing Countywide Community Safety Agreement to accurately reflect the ongoing system transformation.
- 2.2 Board members are asked to engage with conversations about continued system transformation.
- 2.3 Board members are asked to allow staff to attend the workforce development conference to be hosted by the Think Communities Team.

3 Background – System Transformation responding to the grand challenges

- 3.1 Collectively, Cambridgeshire and Peterborough based public and voluntary sector organisations deliver services to and within the same communities, and often to and for the same residents. There are complex, confusing and fragmented systems for residents, communities and professionals.
- 3.2 These systems are experiencing increasing demand for services at a time when resources are constrained. Analysis indicates as the counties growth ambition drives population growth, the financial situation will worsen.
- 3.3 At the same time, historical improvements in outcomes are plateauing, or in some cases worsening. Cambridgeshire and Peterborough face four grand challenges:
- Giving people a good start in life
 - Ensuring people have good work
 - Creating a place where people want to live
 - Ensuring that people are healthy throughout their lives.
- 3.4 A number of system transformation processes are ongoing in response to these challenges.

- 3.5 A system is made up of culture (ideas & beliefs), structure (organisations, partnerships & governance), and direct behaviour (actions on the frontline). Local system transformation processes are addressing all these aspects of the system, and in many cases multiple aspects at once.
- 3.6 In order for system transformation to be successful organisations and individuals must be willing to change the way they think, be open to new ways of working and be willing to start with small manageable changes.
- 3.7 Local system transformation processes include, but are not limited to:
- Think Communities
 - Health and Wellbeing Strategy
 - NHS Sustainable Transformation Partnership (STP),
 - Making Every Adult Matter (MEAM)
 - Housing Trailblazer
 - Neighbourhood Cares Pilots
 - Safeguarding Training

While the language is sometimes different, these system transformation processes share a number of key principles, including the utilisation of existing resource, taking a lead professional approach and working in a person and place focused way.

4 Think Communities

- 4.1 Think Communities is a system underpinned by a culture of understanding and responding to local needs utilising existing resources. Creating this change will require front line staff to be able to act more flexibly to work with clients and communities to resolve entrenched issues that matter to them.
- 4.2 The Think Communities approach is underpinned by eight key workstreams:
- Strategic Coherence & System Facilitation
 - Communications
 - Community Engagement
 - Data and Intelligence
 - Estates and Buildings
 - Funding and Resources
 - Technology and Digital
 - Workforce Reform
- 4.3 A Think Communities Executive Board will facilitate each of these workstreams, which will support the actions of existing or transformed place-based delivery boards to draw on these work streams to deliver change locally.
- 4.4 An emerging Think Communities Health Deal Agreement explores a system ambition for “a public sector workforce that listens, engages with and aligns to communities and each other, through mobilisations of citizens and communities into positive action. The system commits to delivering services in ways that support communities to drive lasting change”.

5 Cambridgeshire & Peterborough Joint Health & Wellbeing Strategy 2019-24

- 5.1 This strategy is aligned to the NHS whole system Sustainable Transformation Partnership (STP), and has the flexibility to be sensitive to local differences and issues. The strategy is also aligned to the emerging Think Communities Health Deal Agreement.
- 5.2 The Health and Wellbeing Strategy is reflective of the 4 grand challenges and outlines specific priorities for action. Many of these are very relevant to the community safety agenda and can set the evidence based priorities for action within place-based delivery boards.
- 5.3 There is an aim that place-based delivery boards have specific public health support so they are able to engage with and draw from the evidence within the Health and Wellbeing Strategy.

6 The MEAM Approach

- 6.1 The Making Every Adult Matter (MEAM) system is a non-prescriptive framework to develop better coordinated approaches to multiple disadvantage that can increase wellbeing, reduce costs to public services and improve people's lives. Evaluation reports an average 23% reduction in wider service use costs and a 44% improvement in wellbeing.
- 6.2 People facing multiple disadvantage experience a combination of problems including homelessness, substance misuse, contact with the criminal justice system and mental ill health. They fall through the gaps between services and systems, making it harder for them to address their problems and lead fulfilling lives.
- 6.3 The MEAM approach is underpinned by seven core principles that can be adapted to suit local needs and circumstances:
 - Partnership coproduction and vision
 - Consistency in selecting a caseload
 - Coordination for clients and services
 - Flexible responses from services
 - Service improvement and workforce development
 - Measurement of success
 - Sustainability and systems change
- 6.4 Direct action around the MEAM approach locally is done by the Counting Every Adult (CEA) team at Cambridgeshire County Council. The CEA team manage a partnership approach to coordinate existing structures and influence the direct action of individual agencies.
- 6.5 The CEA team engage proactively with individuals who have been routinely excluded from mainstream services. The CEA team encourage a personalised, trauma informed approach, building on individuals' strengths. The support individuals receive will be shaped by the needs and wishes of the individual (not the needs of the service) and stays with the individual along their journey, regardless of accommodation status, imprisonment or hospitalisation.
- 6.6 The Countywide Community Safety Strategic Board has agreed to provide strategic support to the CEA team, taking positive or negative learning from the direct action of organisations and responding by adapting local policy and processes to either cement positive system flex, or remove negative system barriers.

- 6.7 Both Cambridshire and Peterborough are recognised as MEAM areas and are able to access support from the MEAM coalition, a group of national charities drawing expertise from over 1300 frontline organisations across England. This includes an offer for workforce development, and the provision of tools to support direct action.

7 Place-based delivery - Community Safety Partnerships

- 7.1 Community Safety Partnerships (CSPs) are a system that involves statutory coordination of direct action through a place-based structures to reduce or prevent crime. The culture of each CSP varies in response to local priorities, however common themes include: protecting vulnerable people & places, taking a preventative approach, evidence based priority setting.
- 7.2 The Countywide Community Safety Agreement identifies the priorities for coordinated action, and the structures that are accountable for managing these. CSPs are place-based leads on intervention and prevention, while Delivery Groups working countywide manage high risk and vulnerability cohorts. Leads for prevention workstreams are constantly being sought, and CSPs have been able to access grants to support them to act as leads of developing prevention workstreams.
- 7.3 Supported by documents such as the Partnership Matrix, the Agreement provides a blueprint for how different structures can interact with each other as a system to coordinate their direct action.
- 7.4 CSPs are also collectively working to develop a coordinated response to Domestic Homicide Reviews, with a key objective being to better share and implement learning from DHRs at a countywide level.
- 7.5 It is increasingly clear that Health and Wellbeing Board, Safeguarding Boards and CSPs operating in the same space with respect to vulnerability and their response to the grand challenges are linked. Moving forward there is opportunities to look at formal alignment of their cultures, structures and the direct action they deliver, commission or coordinate.

8 Developing place-based delivery boards

- 8.1 At the July 2019 meeting, Item 3 outlined to the Board a place-based partnership approach, evolved from the think communities' principles. Place-based partnerships will build on and bring together existing Community Safety Partnerships (CSPs), Living Well Partnerships (LWPs) and other relevant local partnerships, into a aligned structures operating at a district level.
- 8.2 These aligned structures can strengthen the ability to deliver the statutory functions of existing partnerships already operating at a place-based level. There is support for this approach from many local elected members and local public sector organisations. With CSPs, LWPs, Primary Care Networks (PCNs) and Think Communities boundaries being closely aligned, partners see benefits to aligning their direct action.
- 8.3 The pace and approach to taking forward place-based delivery is at the discretion of each district area.

- 8.4 A key aspect of implementation will be significant workforce development and training – to develop staff and support them to change the way they think, to empower them to support new ways of working and identify small manageable changes at the frontline.

9 Next Steps

- 9.1 The Think Communities Partnership Board has been established, providing strategic coherence and supporting direct action across the eight key workstreams. In relation to the transformation of place-based working, The Think Communities Board will coordinate action, however district areas will have flexibility to decide on the type and timing of transformation around place-based boards.
- 9.2 The existing Countywide Community Safety Agreement will need to be updated to reflect the progress on system transformation, and be sympathetic to sustained transformation, recognising that the system will continue to evolve to respond to the needs of communities.
- 9.3 The conversation with the public needs to continue to progress. This will involve ensuring there is a clear narrative for members of the public, and creating opportunities for consultation and co-production of work. Work around Think Communities and NHS Integrated Neighbourhood pilots will provide these opportunities.
- 9.4 Understanding the holistic nature of community safety in empowering healthy, safe and resilient communities, continued efforts are being made to bring convergence between neighbourhood policing, and the Think Communities agenda. It is important to look at how the NHS Integrated Neighbourhoods can also be factored into this work, and this will be explored at the February Public Service Board meeting.
- 9.5 A number of system transformation programmes are addressing the issue of managing increased demand. Additional work is needed to understand how risk and vulnerability can be managed, and how this work is coordinated with the demand management work. The collective aim is to build resilience of people and communities, and there is an emerging approach to vulnerability being led by the Home Office which needs to be explored with key stakeholders.
- 9.6 The Think Communities team are aiming to host a conference in late February. This conference will focus on sharing case studies and provoking debate on what the training offer to frontline staff should look like.

10 Recommendations

- 10.1 The Board is recommended to support the OPCC to draft an update to the existing Countywide Community Safety Agreement to accurately reflect the ongoing system transformation.
- 10.2 Board members are asked to engage with conversations about continued system transformation.
- 10.3 Board members are asked to allow staff to attend the workforce development conference to be hosted by the Think Communities Team.

Cambridgeshire and Peterborough Countywide Community Safety Strategic Board

To:	Cambridgeshire and Peterborough Countywide Community Safety Strategic Board
From:	Alasdair Baker
Date:	21 January 2020
Title	Quarterly updates from Delivery Groups – refining the process

1 Purpose

- 1.1 The purpose of this report is to inform the Countywide Community Safety Strategic Board (“the Board”) on the progress of refining the quarterly reporting process for Countywide Delivery Groups.

2 Recommendation

- 2.1 The Board is recommended to provide feedback on the updated process. Any additional feedback can be sent electronically to Alasdair Baker by Friday 31st January.

3 Background

- 3.1 From June 2017, Countywide Delivery Groups identified in the Countywide Community Safety Agreement 2017-20 have been asked to bring quarterly updates to Board meetings.
- 3.2 Bringing quarterly updates to Board meetings has two main objectives:
- Providing Board members with short, easy to understand summaries of the work of Delivery Groups. This encourages communication and development of cross-cutting work, particularly between Delivery Groups and Community Safety Partnerships.
 - Provide a simple method for Delivery Groups to highlight serious risks or system issues to the Board, so that the Board can work to unblock these issues.
- 3.3 At the October meeting of the Countywide Community Safety Strategic Board, members agreed to a review of the quarterly update process.

4 Refining the process

- 4.1 A refined quarterly update template (appendix 1) has been circulated to chairs of the Countywide Delivery Groups for comment. It is important that the template encourages concise content, making it easy for Delivery Group chairs to complete, and easy for Board members to digest.
- 4.2 The updated template focuses on identifying key information and any key system issues that are preventing efficient and effective working in managing vulnerability and risk.
- 4.3 Feedback on the updated template will be collated and circulated to Delivery Group chairs for subsequent Board meetings.

5 Recommendation

- 5.1 The Board is recommended to take the opportunity to provide feedback on the updated process. Any additional feedback can be sent electronically to Alasdair Baker by Friday 31st January 2020.

Quarterly Report (MONTH / YEAR):	(NAME OF COUNTYWIDE DELIVERY GROUP)
Chair / Co Chair : NAME	Vice Chair / Co Chair : NAME
Key information to raise to the Board	Any action required from Board members
<ul style="list-style-type: none"> <i>What high level pieces of work / information that the delivery group is coordinating are important for the board to know about?</i> 	<ul style="list-style-type: none"> <i>Does the Board need to take any action in relation to these pieces of work?</i>
<ul style="list-style-type: none"> 	<ul style="list-style-type: none">
<ul style="list-style-type: none"> 	<ul style="list-style-type: none">
Systemic barriers to managing vulnerability and risk	Any requested action Board members
<ul style="list-style-type: none"> <i>Are there any barriers or repeating issues that are causing your Delivery Group difficulties in managing vulnerable or high risk cohorts?</i> 	<ul style="list-style-type: none"> <i>Can the Board take any action at a strategic level to help unblock these barriers or repeating issues?</i>
<ul style="list-style-type: none"> 	<ul style="list-style-type: none">
<ul style="list-style-type: none"> 	<ul style="list-style-type: none">
Governance & performance	
<i>Links to key governance & performance documents</i>	

Cambridgeshire and Peterborough Countywide Community Safety Strategic Board

To:	Cambridgeshire and Peterborough Countywide Community Safety Strategic Board
From:	Office of the Police and Crime Commissioner
Date:	21 January 2020
Title	Future meeting dates and the future agenda plan

1 Purpose

- 1.1 The purpose of this report is to inform the Countywide Community Safety Strategic Board (“the Board”) of future planned meeting dates and the updated forward agenda plan.

2 Recommendation

- 2.1 The Board is recommended to note the dates of future meetings, and be mindful of demand set out by the updated future agenda plan.

3 Future meeting dates

- 3.1 Planned future Board meetings have been provisionally scheduled to take place on the following dates:
- Tuesday 21st April 2020, 13:00 – 15:00
 - Tuesday 14th July 2020, 13:00 – 15:00
 - Tuesday 20th October 2020, 13:00 – 15:00

4 Future agenda plan

- 4.1 The future agenda plan, is circulated as Appendix 1.
- 4.2 Partners are asked to note where the plan schedules an item that will require a paper / presentation from the organisation / partnership / delivery group that they represent.
- 4.3 The future agenda plan allows for flexibility to alter future planned agendas where there required or sensible to do so. This flexibility allows for the Board to understand its direction of travel while remaining able to accommodate urgent or emerging issues.

5 Recommendation

- 5.1 The Board is recommended to note the dates of future meetings, and be mindful of demand set out by the updated future agenda plan.

	2019/20 Meetings			
Items	21/04/2020	14/07/2020	20/10/2020	Q4 – Date TBC
1 – Introductions	Standing item			
2 – Minutes & actions	Standing item			
3 – Delivery Group Focus	Road Safety	Joint Youth Justice Management Board	Drug & Alcohol Misuse	Road Safety
4 – Delivery Group Focus	PREVENT	Child Criminal Exploitation	Mental Health	Organised Crime & Modern Slavery
5 – Prevention focus	Early Help	Healthy and safe schools	Employment	Community Resilience
6 – CSP focus	Peterborough	Cambridge City	Huntingdonshire	East Cambs
7 – CSP focus	Place-based partnerships – progress	South Cambs		Fenland
8 – Open item	Updating to the Community Safety Agreement 2017-2020	Serious Street Based Violence	CCJB – Offender sub-Group	Homelessness
9 – Open item			Community Safety Agreement 2021 – 2024	