

PARTNERSHIP LANDSCAPE

To: **Communities and Partnership Committee**

Meeting Date: **18 October 2018**

From: **Adrian Chapman, Service Director: Communities and Safety**

Electoral division(s): **All**

Forward Plan ref: **Key decision: No**

Purpose: **To ensure the Committee is supported to achieve its responsibilities regarding effective and meaningful partnerships.**

Recommendation: **Communities and Partnerships Committee is asked to:**

- a) Comment on and approve the three proposed measures, summarised in section 2.8.**
- b) Discuss and agree any additional measures to support the Committee's responsibility to ensure our partnerships are effective**

<i>Officer contact:</i>	<i>Member contacts:</i>
Name: Adrian Chapman Post: Service Director: Communities and Safety Email: Adrian.Chapman@Cambridgeshire.gov.uk Tel: 07920 160441	Names: Cllr Criswell Post: Chair Email: Steve.criswell@cambridgeshire.gov.uk Tel: 01223 706398

1.	BACKGROUND
1.1	Achieving the best possible outcomes for communities, residents and businesses across Cambridgeshire is usually more effective and sustainable when delivered in partnership. Although leadership remains a vital component of effective partnership working, the best results are often achieved when no single organisation seeks to achieve results for themselves alone, and when there is transparency and honesty between partners.
1.2	Achieving the best results from our partnership working is one of the key responsibilities of the Communities and Partnership Committee, and this paper sets out proposed measures to help achieve this.
2.	KEY AREAS OF ACTIVITY
2.1	To date, and as reported in the annual review of the Committee presented at the September meeting, much of the Committee's focus has been on ensuring we are developing and delivering meaningful work with communities, strengthening our community safety work, developing short and long term plans to tackle poverty, and launching a new model for the delivery of adult skills. The Committee has also reviewed and considered relevant partnership arrangements that already exist across the county, including community safety partnerships, safeguarding boards and health and wellbeing boards, with a view to ensuring we are contributing effectively to those arrangements.
2.2	<p>At the September Committee meeting, Members also agreed the key priorities for the next 12 months alongside the detail contained within its delivery plan. These priorities are:</p> <ul style="list-style-type: none"> • the opportunities it has to lead the work to prevent and delay demand for services across the Council and the wider public sector • establishing some collaborative delivery arrangements with the Combined Authority in relation to shared objectives • firmly establishing the new delivery model for Adult Skills that now exists in shadow form • ensuring the Shared and Integrated Services programme is driven forward to benefit both Cambridgeshire County and Peterborough City Councils, our partners and our communities • actively contributing to the public services reform agenda where appropriate
2.3	Also at the September Committee meeting, Members approved the Think Communities Strategy, which sets out the framework agreed across all councils in Cambridgeshire to ensure communities are at the heart of our service design, planning and delivery. This strategy represents the culmination of significant collaboration between all councils and the police, and creates a platform to continue to strengthen meaningful partnership working to benefit our communities and each constituent organisation.

2.4	<p>It is now timely to consider and agree how best to ensure the delivery of the Think Communities strategy from a County Council perspective, as well as the Committee's broader priorities, and to ensure that the Council is engaging effectively with our partners and with communities. We hope that more organisations will sign up to the Think Communities approach, and our continued commitment to that needs to be overtly and consistently evidenced to demonstrate the difference we can make together. Consideration also needs to be given to how the Think Communities approach will be shared with town and parish councils, and with whole communities. Three separate proposals are therefore set out below to achieve this.</p>
2.5	<p>Senior Officers Communities Network</p>
2.5.1	<p>The Cambridgeshire and Peterborough Senior Officers Community Network was created in 2017, in recognition of the fact that a number of different organisations were actively engaging with communities or developing community-based projects and services. It was designed to provide an opportunity for organisations from across the public, voluntary, community and faith sectors to come together periodically to discuss community work, to both seek areas for collaboration and to ensure we avoided duplication. The terms of reference for the Network are attached at appendix 1.</p>
2.5.2	<p>The Network, currently chaired by the Executive Director for People and Communities, has met on a number of occasions, and has discussed the following:</p> <ul style="list-style-type: none"> • March 2017: <ul style="list-style-type: none"> <i>Terms of reference</i> <i>System working</i> <i>Devolution update</i> <i>Overview of Strengthening Communities service</i> <i>Time Credits</i> • June 2017: <ul style="list-style-type: none"> <i>One Workforce</i> <i>Community Resilience Strategy including outcomes</i> <i>Joint Commissioning with the Third Sector</i> <i>Update from the Diocese of Ely</i> • September 2017: <ul style="list-style-type: none"> <i>New People and Communities staff structure (PCC and CCC)</i> <i>Combined Authority update</i> <i>Modern Day Slavery</i> <i>State of the Sector Survey/Development of Impact Framework – Support Cambridgeshire</i> <i>DWP Health & Work Programme</i> <i>Poverty Strategy</i> <i>Police & Crime Plan update</i> <i>Area Champion role</i> • April 2018: <ul style="list-style-type: none"> <i>Partnership Arrangements</i> <i>Shared and Integrated Services</i> <i>Skills update</i> <i>STP Update</i> <i>Counting Every Adult Strategy</i> • June 2018:

	<p><i>Place based approaches (Neighbourhood Cares, North / South Alliances, Wisbech 2020, Voluntary Sector</i></p> <p><i>Update on new arrangements in the CCG</i></p> <p><i>Shared and Integrated Services update</i></p> <p><i>Corporate parenting responsibilities</i></p> <p><i>Community Resilience Strategy</i></p> <p><i>Living Well Partnerships Update</i></p>
2.5.3	<p>Given the now-established position of the Communities and Partnership Committee, from the County Council's perspective it would seem sensible to align more effectively the priorities and delivery plan of the Committee and the work of the Communities Network. The Network is hosted by the County Council, but is made up of a wide range of different organisations, and so it exists to serve a number of different purposes beyond those of the County Council alone. However, it is anticipated that the delivery plan and priorities of the Committee will be broadly aligned to the overall priorities of all of our partners, and so asking the Communities Network to oversee that activity and to help drive it forward should be relevant to all. This is particularly true of the specific priorities agreed at the September Committee meeting and referred to in section 2.2 of this report.</p>
2.5.4	<p>The Network also has a key relationship with the Public Service Board and with the Combined Authority, albeit that these relationships are still being developed. However, given the Committee's commitment to working with these partnerships and organisations, the Network will be helpful in enabling practical dialogue and delivery to take place.</p>
2.5.5	<p>If the Committee agrees to the proposal to establish a clear link between itself and the Communities Network, the members of that Network will be consulted at their next meeting, including ensuring that similar arrangements might be made for their own organisations to benefit more formally from a direct link to and from the Network. Meetings will then be scheduled to better align to the various governance and decision making arrangements of our own and our partner organisations, and an agenda forward plan will be developed to meet the needs of all organisations.</p>
2.6	<p><i>Think Communities Business Case</i></p>
2.6.1	<p>By its nature, the Think Communities strategy is high level and broad; it is trying to meet the needs of all organisations that are signed up to it, as well as those we hope will eventually sign up to it. Consideration also needs to continue to ensure that the strategy is relevant to, and is shared widely with, communities and those that represent them including town and parish councils.</p>
2.6.2	<p>The Communities and Partnership Committee has agreed its delivery plan for the next 18 months, and conversely, by its nature, this is relatively detailed and focussed on delivering some tangible outputs with and for our communities.</p>
2.6.3	<p>Bridging the perceived gap between Think Communities and the Committee's delivery plan is an important next step for the County Council, not least to ensure that the Think Communities approach is embedded across our organisation and that the whole organisation is taking full advantage of the wide reach of the Committee.</p>

2.6.4	Work has therefore started to produce a business case which describes the overall approach we, as a Council initially, will take to strengthen the role and capacity of our communities, prevent and delay demand for costly and sometimes inappropriate services, and support the health and wellbeing of our residents. It is vital that all parts of our organisation understand the significance of this essential work and the potential it has to achieve far better outcomes for residents and communities, and potentially at a lower cost to the public purse.
2.6.5	<p>It is proposed that the business case demonstrates how a community-centred approach will help delay or prevent demand in key services, notably:</p> <ul style="list-style-type: none"> • Adult Social Care, where the number of older people and adults with complex needs is increasing, leading to escalating adult social care costs • Health, where the number of people accessing the health system and requiring urgent or complex healthcare is increasing, leading to unmanageable and costly demand • Children's Services, where the number of young people needing to be looked after, and referrals generally into children's services, is increasing, leading to costs spiralling • Public Protection Services, where the volume and complexity of high harm and victim based crime is increasing, resulting in high demand for policing, and low harm crimes that affect the majority not always being addressed • Homelessness Prevention Services, where the number of homeless households and rough sleepers is increasing in many parts of Cambridgeshire and Peterborough, resulting in spiralling costs for housing and other services
2.6.6	It is anticipated that a final draft of this business case will be presented to the Committee at its December 2018 meeting.
2.7	<i>Communities and Partnership Committee Delivery Board</i>
2.7.1	An officer Delivery Board has recently been formed to ensure the County Council's own work to deliver against the Committee's delivery plan and priorities is on target, and that any challenges or barriers are being overcome. The Delivery Board comprises lead officers across the Delivery Plan, and is chaired by the Service Director.
2.7.2	It is proposed that an updated delivery plan showing progress to date, risks, issues and emerging opportunities be presented to the Committee at its December 2018 meeting, and then quarterly thereafter.
2.8	<p>It is envisaged that these additional measures, if approved:</p> <ul style="list-style-type: none"> • to align the Senior Officers Communities Network to the delivery plan and priorities of the Committee • to create a business case which clearly describes the rationale for adopting a community-centred approach, and • to support the officer delivery board and receive regular updates on progress at

	<p>Committee</p> <p>will ensure that the pace of delivery towards the Committee's objectives is maintained and strengthened, and that the Committee is having the greatest possible impact across all services the County Council delivers.</p>
3.	ALIGNMENT WITH CORPORATE PRIORITIES
3.1	Developing the local economy for the benefit of all
	<p>The work of the Committee supports all parts of the Council's business. Stronger, more resilient communities, and services which are better aligned to the needs of those communities, positions our residents well to develop their economic potential, as well as their broader health and wellbeing.</p>
3.2	Helping people live healthy and independent lives
	<p>The work of the Committee supports all parts of the Council's business. The Committee's role to support effective partnership working across the Council and with our partners will directly support initiatives and services that are designed to improve the health, well-being and independence of our population.</p>
3.3	Supporting and protecting vulnerable people
	<p>The work of the Committee supports all parts of the Council's business. The measures proposed in this report are designed to ensure that all of our services, and those delivered by other parts of the public sector, have communities at their heart and so are addressing the needs of the most vulnerable within our communities.</p>
4.	SIGNIFICANT IMPLICATIONS
4.1	Resource Implications
	<p>There are no significant implications for this category. However, it is anticipated that effective partnership working will lead to more effective use of resources.</p>
4.2	Procurement/Contractual/Council Contract Procedure Rules Implications
	<p>There are no significant implications for this category.</p>
4.3	Statutory, Legal and Risk Implications
	<p>There are no significant implications for this category. However, it is important that accountability for delivery is identified in any partnership arena prior to work commencing, in order to manage risks for constituent member organisations.</p>

4.4	Equality and Diversity Implications
	There are no significant implications for this category.
4.5	Engagement and Communications Implications
	<p>There are no significant implications for this category.</p> <p>However, effective partnership working should lead to more consistent and comprehensive engagement with communities, and reduced duplication of, for example, consultation exercises.</p>
4.6	Localism and Local Member Involvement
	It is envisaged that effective partnership working will lead to more effective engagement with communities and better outcomes for residents. The council has committed to achieving effective partnerships through the creation of the Communities and Partnership Committee.
4.7	Public Health Implications
	<p>There are no significant implications for this category.</p> <p>However, the alignment of these initiatives and forums will contribute to strengthening and the development of partnership work across the area which is key for improving public health outcomes, and will have a positive effect upon the delivery of health and wellbeing outcomes,</p>

Implications	Officer Clearance
Have the resource implications been cleared by Finance?	Yes Name of Officer: Martin Wade
Have the procurement/contractual/ Council Contract Procedure Rules implications been cleared by the LGSS Head of Procurement?	Yes Name of Officer: Paul White
Has the impact on statutory, legal and risk implications been cleared by LGSS Law?	Yes Name of Officer: Salma Kantharia
Have the equality and diversity implications been cleared by your Service Contact?	Yes Name of Officer: Adrian Chapman
Have any engagement and	Yes

communication implications been cleared by Communications?	Name of Officer: Matthew Hall
Have any localism and Local Member involvement issues been cleared by your Service Contact?	Yes Name of Officer: Adrian Chapman
Have any Public Health implications been cleared by Public Health	Yes Name of Officer: Tess Campbell

Source Documents	Location
Think Communities Strategy	https://cmis.cambridgeshire.gov.uk/ccclive/Meetings/tabid/70/ctl/ViewMeetingPublic/mid/397/Meeting/842/Committee/44/Default.aspx