# Agenda

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<tbody>
<tr>
<td>1.</td>
<td>Introduction &amp; apologies</td>
<td>Jason Ablewhite 5</td>
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<td>2.</td>
<td>Minutes &amp; actions of the meeting held 17th January 2019</td>
<td>Jason Ablewhite 5</td>
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<td>3.</td>
<td>Developing the community safety system</td>
<td>Dorothy Gregson 15</td>
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| 4. | Response to the National Serious Violence Strategy  
  a. Street based Violence | Supt. Jon Hutchinson 20  
  b. Child Exploitation and Countylines | Anna Jack 20 |
| 5. | Domestic Abuse / Sexual Violence Delivery Group – Deep Dive | Sarah Ferguson 20 |
| 6. | Housing pathways  
  a. Update on the Housing Related Support Review  
  b. Emerging work on Housing First | Adrian Chapman & Sarah Ferguson 20  
  David Greening 20 |
| 7. | Think Communities | Adrian Chapman 20 |
| 8. | Road Safety – an update on direction | Ray Bisby 5 |
| 9. | Quarterly updates from Delivery Groups | All 5 |
| 10. | Forward agenda plan | Jason Ablewhite 5 |

Next meeting – Wednesday 10th July 2019, 13:30 – 15:30
Cambridgeshire and Peterborough
Countywide Community Safety Strategic Board

Wednesday 10th April, 14:00 – 16:00, Police HQ, Huntingdon

Dates for future meetings:

Wednesday 10th July 2019, 13:30 – 15:30
Wednesday 23rd October 2019, 13:30 – 15:30
Tuesday 21st January 2020, 13:00 – 15:00
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.

Please ensure to bring proof of ID with you.

Please note that there is visitor parking at Police HQ, however spaces cannot be guaranteed. If no spaces are available there is a pay and display carpark at the train station which is a 5-10 minute walk from HQ.

For any enquiries relating to the meeting, please email: cambs-pcc@cambs.pnn.police.uk marked FAO: Alasdair Baker.
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<thead>
<tr>
<th>Action</th>
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<tr>
<td>1 Board members to review their input into schools, and identify a point of contact to link with the Healthy Schools Support Service.</td>
<td>All Board Members</td>
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<td>3 Community Safety Partnerships to consider an agenda item on the Healthy Schools Support Service.</td>
<td>CSP Chairs</td>
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<td>4 Rob Hill and Alasdair Baker to utilise the community safety officer meetings to explore opportunities for training around Modern Slavery.</td>
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<td>5 Alasdair Baker to circulate link to safeguarding training to board members.</td>
<td>Alasdair Baker</td>
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<td>6 Community Safety Partnerships to table the offer of free safeguarding training and co-ordinate attendance and feedback across relevant training.</td>
<td>CSP Chairs</td>
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<td>7 Office of the Police and Crime Commissioner to support co-ordination between Community Safety Partnerships and Safeguarding Adult Board to meet to discuss appropriate links between Domestic Homicide Reviews and Safeguarding Adult Reviews</td>
<td>Dorothy Gregson, Rob Hill, Joanne Proctor</td>
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Cambridgeshire and Peterborough Countywide Community Safety Strategic Board
Thursday 17th January 2019, 10:00 – 12:00    Police HQ – Conference Room 2

Minutes

**Present**

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<thead>
<tr>
<th>Name</th>
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<tr>
<td>Jason Ablewhite</td>
<td>JA Police and Crime Commissioner (Chair), Criminal Justice Board</td>
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<tr>
<td>Ray Bisby</td>
<td>RB Deputy PCC (Vice Chair), Road Safety Partnership</td>
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<tr>
<td>Dorothy Gregson</td>
<td>DG OPCC</td>
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<td>ACC Dan Vajzovic</td>
<td>DV Cambs Constabulary, Joint Youth Justice Management Board</td>
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<td>D/Supt Becky Tipping</td>
<td>BT Cambs Constabulary, Modern Slavery &amp; Organised Crime Delivery Group</td>
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<td>DCI Mick Birchall</td>
<td>MB Cambs Constabulary, DA &amp; SV Delivery Group</td>
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<td>DCI Neil Sloan</td>
<td>NS Cambs Constabulary, Missing and Exploited Children Delivery Group</td>
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<td>Insp. Keren Pope</td>
<td>KP Cambs Constabulary</td>
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<tr>
<td>Rob Hill</td>
<td>RH Cambs County &amp; P’boro City Councils, Safer Peterborough Partnership</td>
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<tr>
<td>Sarah Ferguson</td>
<td>SF Cambs County &amp; P’boro City Councils, DA &amp; SV Delivery Group</td>
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<td>Dr Liz Robin</td>
<td>LR Public Health, Cambs &amp; P’boro Health and Wellbeing Boards</td>
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<td>Val Thomas</td>
<td>VT Public Health</td>
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<td>Russell Wate</td>
<td>RW Cambridgeshire and Peterborough Safeguarding Boards</td>
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<td>Joanne Procter</td>
<td>JP Cambridgeshire and Peterborough Safeguarding Boards</td>
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<td>Sarah Tabbitt</td>
<td>ST Huntingdonshire CSP, Early Help</td>
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<td>Shona McKenzie</td>
<td>SM East Cambridgeshire CSP</td>
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<td>Paul Clarke</td>
<td>PC Cambridgeshire Fire &amp; Rescue Service, Cambridge City CSP</td>
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<td>Suzanne Hemingway</td>
<td>SH Cambridge City Council, The Housing Board</td>
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<tr>
<td>Jo Brookes</td>
<td>JB East Cambridgeshire District Council</td>
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<td>Chris Stopford</td>
<td>CS Huntingdonshire District Council</td>
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<td>Helen Whitley</td>
<td>HW National Probation Service</td>
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<td>Leigh Roberts</td>
<td>LRo Cambridgeshire Research Group</td>
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<td>Nicky Phillipson</td>
<td>NP OPCC</td>
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<td>James Hughes</td>
<td>JH Association of Police and Crime Commissioner (Observing)</td>
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<tr>
<td>Alasdair Baker</td>
<td>AB OPCC (minutes)</td>
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**Apologies**

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<tr>
<th>Name</th>
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<tr>
<td>Adrian Chapman</td>
<td>AC Cambridgeshire County and Peterborough City Councils</td>
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<td>Matthew Ryder</td>
<td>MR National Probation Service</td>
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<td>Alison Hancock</td>
<td>AH BeNCH CRC</td>
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<td>Debbie Kaye</td>
<td>DK Cambs City CSP, Cambridge City Council</td>
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<tr>
<td>Claire Higgins</td>
<td>CH Safer Peterborough Partnership, Cross Keys Homes</td>
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<td>Chris Parker</td>
<td>CP South Cambs CSP, Cambridgeshire Fire &amp; Rescue Service</td>
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<tr>
<td>Kevin Napier</td>
<td>KN East Cambs CSP, Cambridgeshire Fire &amp; Rescue Service</td>
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<tr>
<td>Cllr David Oliver</td>
<td>DO Fenland CSP &amp; Fenland District Council</td>
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<tr>
<td>Mike Hill</td>
<td>MH South Cambridgeshire District Council</td>
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<td>Supt. Laura Hunt</td>
<td>LH Cambridgeshire Constabulary</td>
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<tr>
<td>D/Supt Mat Newman</td>
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<td>Ch. Insp Marcia Pringle</td>
<td>MP</td>
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<td>D/Supt Laura Koscikiewicz</td>
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<tr>
<td>Julie Farrow</td>
<td>JF</td>
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<td>Sarah Jane-Smedmor</td>
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<tr>
<td>Sue Watkinson</td>
<td>SW</td>
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<td>Dr Emma Tiffin</td>
<td>ET</td>
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<td>Chris Evans</td>
<td>CE</td>
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1. **Introduction & apologies**

   1.1 Introductions were made and apologies noted.

2. **Minutes and actions of the meeting held 11th October 2018**

   2.1 All present agreed minutes of the meeting held 19th January as a true and accurate record.

   2.2 There were 7 actions from the previous meeting, all were completed or in progress.

3. **Conclusions from the Development Session – Next steps to empower system leadership**

   3.1 DG fed back on the December development session talking partners through the paper.

   3.2 Prevention work in schools was highlighted as a key area to develop, given the current chaotic nature of engagement.

   3.3 There was recognition that workforce development was crucial to enable system leadership and empower frontline staff.

   3.4 DG underlined how CSP grants would be used to support transformation and industrialisation. Grants will be linked to delivery activities focused on prevention workstreams.

   3.5 DG shared that the local approach was being picked up as good practice nationally.

   3.6 JA reinforced the need to refocus on preventative work. It is crucial that organisations use their statutory responsibilities in a positive way to encourage a joint approach.

   3.7 RH found the context helpful, and felt it crucial that partners effectively communicate what they are doing, and look outwards when setting objectives. LRo added the need to communicate outcomes and achievements.

   3.8 DG gave a practical example that a network of CSPs would allow individual CSPs to lead on particular workstreams, feeding back, sharing resources and engaging other CSPs as appropriate. A number of CSPs are already putting together proposals to lead prevention workstreams, e.g. around housing.
JA outlined the need to ensure jointed up outcomes in needs assessments.

All partners endorsed the recommendations from the paper.

## Healthy and Safe schools – developing a key prevention workstream

VT delivered the presentation to partners. This preventative workstream provides a huge opportunity for joint working.

It is an evidence based approach to working with young people and changing their behaviour, reducing future demand. Key themes are resilience, decision making and safety.

JA noted how statistics showed more young people were trying cannabis than smoking. This shows the importance of a consistent approach, and how it can be harnessed to tackle future demand for issues such as drug use.

SH supported this approach, it was a perfect example of a countywide system with a place based approach for delivery. SH asked how the board could support uptake from schools, and be mindful of what outputs schools need form this.

LR reinforced that this approach showed good evidence around building resilience in children.

SF highlighted the opportunities to link this to the “Think Communities” work, and use it to help generate momentum for public sector reform.

VT confirmed there was good links with the healthy lifestyle service.

SH and DV asked how the Healthy School Support Service is understanding the issues and how they want to link with Board members.

VT saw an opportunity for a system wide change in the way organisations engage with education. There will be more discussion outside the meeting to discuss practicalities of linking in with Board members and organisations.

DG underlined how partners need to this approach. Board members all put money and resources into engagement with education, but it is uncoordinated. Board members need to look at combining and coordinating their funding and resource, and shifting funding to support commissioning and delivering the Healthy Schools Support Service is the perfect opportunity to do this.

**ACTION:** Board members to review their input into schools, and identify a point of contact to link with the Healthy Schools Support Service.

**ACTION:** Organisations looking to engage with schools to speak to Val Thomas about coordinated engagement via the Healthy Schools Support Service.
### 4.13  
**ACTION**: Community Safety Partnerships to consider an agenda item on the Healthy Schools Support Service.

### 5  
**ITEM 5 – Organised Crime and Modern Slavery – an update on the work of the group**

1. BT has taken over from MN as chair. The ethos of the group is “Protect, pursue and prevent”. BT is looking to for opportunities to strengthen partnership working while maintaining a police lead, and governance arrangements, including the Terms of Reference (ToR) will be developed to reflect this.

2. Work will have a balanced focus across modern slavery and organised crime, starting with building a shared understanding between partners and police of:
   - Current and future issues
   - Existing prevention and intervention workstreams
   - Gaps in provision
   - Evidence based interventions / organisational resources that can be drawn on
   - Where partners can take ownership of delivery plan actions
   - Appropriate group membership
   - Taking a countywide approach

3. RH and LR welcome this approach and were keen to discuss further outside the meeting and offer support.

4. DG recognised the link to the serious violence strategy and safeguarding vulnerable people, and asked for this to be referenced in the updated ToR.

5. SM saw an opportunity for training as highlighted by an assessment carried out in for East Cambs CSP, BT knows training is out there, ST saw an opportunity for CSPs to work collectively on this.

6. JA supported this approach, seeing consistency and opportunities to reduce duplication of effort and costs.

7. **ACTION**: Rob Hill and Alasdair Baker to utilise the community safety officer meetings to explore opportunities for training around Modern Slavery.

### 6  
**ITEM 6 – Developing the workforce – opportunity for integrated learning**

1. JP delivered her presentation, giving an overview of safeguarding and the offer to CSPs, and opportunities around the increasing overlap between case reviews and DHRs.

2. JP underlined that partners are all looking at the same adults, children and families, so it doesn’t matter who delivers, what matters is a consistent approach.
With this in mind, JP extended the free safeguarding training offer to all CSP members, and frontline staff in their organisations. If demand was overwhelming, then Safeguarding and partners could review the costs / resources needed.

JP confirmed information about the courses is available online, and that the offer stood for voluntary organisations.

**ACTION:** Alasdair Baker to circulate link to safeguarding training to board members. [http://www.safeguardingpeterborough.org.uk/adults-board/](http://www.safeguardingpeterborough.org.uk/adults-board/)

DG ask how we understand the take up and how do we get feedback from CSPs.

**ACTION:** Community Safety Partnerships to table the offer of free safeguarding training and co-ordinate attendance and feedback across relevant training.

JP highlighted to partners the similarities, and increasingly overlap in the Safeguarding Adult Review (SAR) and Domestic Homicide Review (DHR) processes. Recognising that like SARs, DHRs have a key role in learning and safeguarding, JP see’s the benefit of a joined up approach to processes, methodology, identifying chairs and shared learning.

ST and SM both support this approach from a CSP perspective.

SF saw this countywide approach as an effective way to deal with DHRs, but local flexibility is key.

The Board supported further action to explore this approach.

JA thanked JP for this generous offer and heartening approach to partnership working. The public and professionals will benefit from this.

**ACTION:** Office of the Police and Crime Commissioner to support co-ordination between Community Safety Partnerships and Safeguarding Adult Board to meet to discuss appropriate links between Domestic Homicide Reviews and Safeguarding Adult Reviews.

KP delivered her presentation on partnership problem solving training. This involves a consistent multi-agency approach to problem solving. There is strong links to the lead professional work seen in the safeguarding, and it will support the system leadership approach.

The ECINS platform will be used to manage the work, as it is already available to partners, it is secure and doesn’t require police involvement. Problem solving plans have been loaded onto ECINS and are ready for use.

SM shared that the problem solving approach had been well received in East Cambridgeshire.
DV highlighted that the training has been funded through the Proceeds of Crime Act.  

SF asked if the use of ECINS caseload management tool was critical, and were partners all fully behind this. KP explained that the use was not universal by partners at the moment, however work is ongoing to promote its use, as it does make it easier to co-ordinate.  

DV can see the work being applied to tackle issues including county lines and serious / street based violence. The use of ECINS is positive, but should not be a blocker.  

DG highlighted that the use of ECINS had been commissioned until 2021, so now was a time for people to either commit to using it, or agree a coordinated alternative approach.  

KP reassured that that it was well used in certain areas, and there has been good uptake form CSPs, but the wider channels need a push.  

### ITEM 7 - Questions on quarterly updates  
7.1 Partners were given the opportunity to raise questions about the quarterly updates form delivery groups.  
7.2 Partners were happy with the comprehensive nature of the written updates.  

### ITEM 8 – Future meeting dates  
8.1 Planned future Board meetings have been provisionally scheduled to take place on the following dates:  
- Wednesday 10th April 2019, 14:00 – 16:00  
- Wednesday 10th July 2019, 13:30 – 15:30  
- Wednesday 23rd October 2019, 13:30 – 15:30  
- Tuesday 21st January 2020, 13:00 – 15:00  
- Tuesday 21st April 2020, 13:00 – 15:00  
- Tuesday 14th July 2020, 13:00 – 15:00  
- Tuesday 20th October 2020, 13:00 – 15:00  
8.2 Following the meeting, partners will be sent meeting invites for these future meetings.  
8.3 The future agenda plan, originally taken to the October Board meeting has been updated and circulated as Appendix 1.  

Next meeting – Wednesday 10th April 2019 – 14:00 – 16:00, Police HQ Huntingdon
Cambridgeshire and Peterborough Countywide Community Safety Strategic Board

To: Cambridgeshire and Peterborough Countywide Community Safety Strategic Board  
From: Dorothy Gregson - OPCC  
Date: 10 April 2019  
Title: Developing the community safety system

1 Purpose

1.1 The purpose of this report is to update the Countywide Community Safety Strategic Board (“the Board”) on progress developing Cambridgeshire and Peterborough’s community safety system.

2 Recommendation

2.1 The Board is asked to support the Police and Crime Commissioner calling a meeting of local Elected Members with roles linked to community safety, safeguarding and health and wellbeing.

2.2 The Board is asked to transition to a formal Community Safety Partnership (CSP) officers group chaired by a senior community safety lead – Rob Hill, supported by OPCC.

3 Continued work transforming the community safety system

3.1 In 2017 Responsible Authorities and key organisations, Boards and Partnerships operating across Cambridgeshire and Peterborough signed up to a Countywide Community Safety Agreement. This Agreement was updated in July 2018 recognising the need to focus on prevention as well as risk.

3.2 The January 2019 Board meeting heard that system leadership (leadership across organisational boundaries) would be needed to transform the community safety system.

3.3 Partners also welcomed the “Think Communities” work led by Cambridgeshire County Council / Peterborough City Council with its vision of work being “with” and “by” communities rather than being done “to” and “for” communities. Work continues to link community safety and Think Communities.

4 Continued development and use of the matrix

4.1 The Agreement defines a more joined-up approach to community safety service delivery and the Partnership Matrix (Appendix 1) was developed to visually display the work of the high risk delivery groups, prevention workstreams and place based delivery by CSPs.

4.2 The Matrix also highlights the system leaders and the “ownership” that different Partnerships, Boards and organisations have over aspects of the wider system.

4.3 With such a complex landscape, with partners speaking such different “languages”, and with changing leads, it is important to have a resource that gives a simple overview of the system and the language used by those in it.
4.4 The Matrix is a living document, it has and will continue to develop as the partnership system develops. Partners recognise the matrix does not, and cannot show everything, and is not a “cover-all” piece of work.

5 Grants

5.1 The Police and Crime Commissioner has made funding available to CSPs in 2019/20 & 2020/21, with approximately £24k available to each CSP per year.

5.2 Funding is linked to agreed delivery activities. CSPs receiving grants will be accountable for delivering and reporting on their agreed delivery activities, structured in a two-year “Understand, Plan, Do, Review” cycle. Agreed delivery activities will be aligned to supporting and developing the work streams identified in the Partnership Matrix, and link to the ongoing development of the new Think Communities Demand Management Hub.

5.3 Work continues with individual CSPs to agree delivery activities based on their local priorities, and look at how this work can be industrialised to develop system-wide prevention work.

5.4 Fenland CSP have committed to developing the Homelessness Prevention work stream. East Cambridgeshire CSP are keen to develop the Community resilience work stream. Work is ongoing by Huntingdonshire CSP, South Cambridgeshire CSP and Cambridge City CSP to finalise bids. Opportunities for Peterborough remain open.

6 Escalating demand and Serious Violence

6.1 The Home Office Serious Violence Strategy recognises the escalating community safety risks. It sets out an approach that “is not solely focused on law enforcement, very important as that is, but depends on partnerships across a number of sectors such as education, health, social services, housing, youth services, and victim services. In particular it needs the support of communities thinking about what they can themselves do to help prevent violent crime happening in the first place and how they can support measures to get young people and young adults involved in positive activities”.

6.2 At the end of January, the OPCC presented our community safety work at the Association of Police and Crime Commissioners (APCC). Feedback from the meeting was positive, and should be seen by the Board as an endorsement of the direction of travel in Cambridgeshire and Peterborough. It is recognised there is significant work required to co-ordinate our response to the issue of serious violence, next steps are covered elsewhere on the agenda.

7 Next steps – Political Engagement & Community Safety Officer Engagement.

7.1 The Commissioner and local elected members have complimentary statutory roles in the formulation, implementation and scrutiny of work to promote community safety and respond to vulnerability. As part of the continued transformation and development of the local community safety system, it is important that there is coherence between these roles.

7.2 The Commissioner recognises the importance of engaging with elected members who have portfolios covering Community Safety, Safeguarding and Health and Wellbeing, who have a shared desire to keep Cambridgeshire and Peterborough safe. The Board is asked to support the Police and Crime Commissioner in calling a meeting of local Elected Members with roles linked to community safety, safeguarding and health and wellbeing.
7.3 At its January meeting the Board recognised that in order to transform the system, there needed to be substantial development of the workforce. Two strands of workforce development were identified at January meeting: problem solving training, and access to safeguarding training. CSPs enthusiastically embraced the problem solving training with Problem Solving Training, with all CSP officers now trained as Subject Matter Experts (SMEs).

7.4 In order to build on this appetite for development it is proposed that community safety officers, who supporting CSPs and other key community safety functions have a regular forum to meet, share good practice and explore how key community safety workstreams can be tackled across Cambridgeshire and Peterborough. It can also provide an opportunity to engage with Think Communities culture.

8 Recommendation

8.1 The Board is asked to support the Police and Crime Commissioner calling a meeting of local Elected Members with roles linked to community safety, safeguarding and health and wellbeing.

8.2 The Board is asked to transition to a formal CSP officers group chaired by a senior community safety lead – Rob Hill, supported by OPCC.
PARTNERSHIP MATRIX

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<tr>
<th>Mental Health Delivery Board</th>
<th>DA &amp; SV Delivery Group</th>
<th>CCJB Offender Sub-Group</th>
<th>Road Safety Partnership</th>
<th>Child Criminal Exploitation</th>
<th>PREVENT Delivery Board</th>
<th>Drug &amp; Alcohol Misuse Delivery Board</th>
<th>Youth Justice Management Board</th>
<th>Organised Crime &amp; Modern Slavery Delivery Group</th>
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- **Healthy & Safe Schools**: Val Thomas, Public Health
- **Community Resilience**: Elaine Matthews, CCC & PCC
- **Early Help**: Sarah-Jane Underwood, DWP
- **Employment**: Joanne Underwood, DWP
- **Homelessness Prevention**: Heads of Housing

Chair details correct as of 02/04/19
Cambridgeshire and Peterborough Countywide Community Safety Strategic Board

To: Cambridgeshire and Peterborough Countywide Community Safety Strategic Board

From: Supt Jon Hutchinson, Cambridgeshire Constabulary

Date: 10 April 2019

Title: Developing a Public Health Approach to Tackling Serious Street Based Violence

1 Purpose
1.1 The purpose of this report is to update the Countywide Community Safety Strategic Board (“the Board”) on the developing approach to tackle Serious Street Based Violence in Cambridgeshire and Peterborough.

2 Recommendation
2.1 The local approach should mirror the National Strategy and all agencies should commit to adopting a public health approach.

2.2 A multi-agency serious street based violence working group is established and this group is charged with overseeing the response to the national serious violence strategy.

2.3 The Board should discuss the appetite for considering alternative approaches to Drugs Policy.

3 Context
3.1 Serious Street Based Violence has been introduced as a policing priority for the Constabulary. It follows an upsurge in offending levels at a local, regional and national level. The priority is specifically street based. It does not include all violence and does not cover offending linked in to Domestic Abuse or the Night-Time Economy.

3.2 Analysis shows that the national spike in serious violent crime is fuelled by gangs and drugs markets. Here, there is an increased propensity for perpetrators to carry weapons and the use of or threat of violence is inherent. The national trend is replicated locally.

3.3 There is evidence that weapon carrying is on the increase. Gun crime remains extremely rare in Cambridgeshire and Peterborough, but hospital admissions data shows record numbers of patients being admitted for injuries caused by bladed weapons.

3.4 The Beds, Cambs, Herts Major Crime Unit investigates murders across these three Counties. They suffered unprecedented demand in 2018 with stabbings involving young people.

3.5 Feedback from front line agencies indicates a far higher propensity for young people to carry weapons on the street and take weapons in to educational establishments.

3.6 At the October 2018 CCSSB meeting, there was an item on the Serious Violence Strategy, following this the OPCC co-ordinated a bid to the Home Office Early Intervention Youth Fund but this was unfortunately unsuccessful.
3.7 This paper provides further information about the action taken, and seeks reflection form partners on this and how to embed a public health approach.

4 National Strategy
4.1 A new national strategy was launched by the Home Secretary in April 2018 amid a significant media interest in rising homicide levels. Strong emphasis is placed on the need for a Public Health approach where co-ordinated early intervention is the focus rather than simply addressing the cure.

4.2 An evidence base does exist from Scotland where knife related violence has seen significant reductions over a sustained period by utilising this approach. The local approach is expected to mirror the national position. Here, the emphasis is that all agencies need to work together and there is not one “owner”.

4.3 The National Strategy identifies four key pillars that need to have focus:

County Lines and Drugs Markets
At a local level, Crack Cocaine markets have strong correlations to serious violent crime. Crack cocaine purity has doubled since 2014 and evidence suggests increase usage of 18% in the Eastern Region. As a result of increased demand (and saturated markets in inner city areas) new suppliers have emerged from outside the County. Worryingly, there has been recent violence linked to cannabis markets, with territorial disputes between local dealers (often in the 15-17 year old age group. A Child Exploitation work stream is underway and additional detail on this is provided elsewhere on the agenda.

Early Intervention and Prevention
Evidence shows that targeted intensive interventions for high risk individuals is effective at reducing serious violence. Rather than universal intervention, targeted intervention will be the main driver in this area. This will aim to reduce weapons possession and serious youth violence as well as preventing young people becoming victims of criminal exploitation. The YOS is co-ordinating work to ensure Cambridgeshire and Peterborough are in a good place to bid for any central resources made available through the Youth Endowment Fund which will be launched in summer 2019. Building local capacity to consistently identify and respond to those at risk of being involved in knife crime and serious youth violence is potentially our biggest strategic gap.

Supporting Communities and Local Partnerships
Cambridge CSP has introduced Serious Street Based Violence as a transformation topic and are at an early stage of pooling data and resources. The proposed new street based violence multi-agency group will work closely with and support work of the CSPs.

Effective Law Enforcement and Criminal Justice resolution –
Specific focus is required to support the victims’ strategy and work with criminal justice partners to increase willingness of victims to engage. Pro-active investigations will be launched into those established and emerging groups who are carrying weapons and involved in Criminal Exploitation. The Youth Justice Management Board is active in this space. It is recognised that
more needs to be done to ensure that there is effective partnership working in place to identify those who are perpetrating and recruiting young people into criminal activity and this needs to be a strategic priority.

4.4 The main weakness that has been identified in the National Strategy is the lack of co-ordination between stakeholders. In order to respond to this locally it is recommended that a serious street based violence working group is established and this group is charged with overviewing our response to the national serious violence strategy.

5 Recommendation
5.1 The agreed local approach should mirror the National Strategy and all agencies should commit to adopting a public health approach.

5.2 A multi-agency serious street based violence working group is established and this group is charged with overviewing the response to the national serious violence strategy.

5.3 The Board should discuss the appetite for considering alternative approaches to Drugs Policy.

BIBLIOGRAPHY

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<td>Contact Officer(s)</td>
<td>Supt. Jon Hutchinson</td>
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Child Criminal Exploitation in Cambridgeshire and Peterborough

1.0 Background and Context of CCE in Cambridgeshire and Peterborough

1.1 It has been increasingly recognised that vulnerable young people in Cambridgeshire and Peterborough are facing increased risk from a variety of forms of exploitation such as criminal activity and county lines. Often, other young people or adults are seeking to involve young people in exploitation and criminal activity and social media is playing a significant part in the growing challenges in this area.

1.2 The supply of illegal drugs from gangs in large urban areas to provincial towns and cities is an increasingly acknowledged issue known as County Lines. Young people are groomed by gangs into transporting and supplying drugs by the promise of financial reward and the supply of drugs for their own personal use. Young people in this situation often do not recognise that they are being exploited; they have access to sometimes significant amounts of money and often feel a sense of power and self-assurance.

1.3 They are nevertheless at significant risk of harm, however. They are, for example, vulnerable to attack by other criminal gangs into whose areas they are bringing drugs. The gang that they are supplying drugs for will often seek to ensure that they are not able to leave the gang without consequences. Young people in this position may also find that they have been encouraged to run up financial debts, which they can only pay off by continuing to act on their behalf of those who are exploiting them. Organised crime groups of this type are becoming increasingly sophisticated in the way that they track the young people working for them.

1.4 Early last year we reviewed our approach to Child Sexual Exploitation with a recognition of the growing issue of county lines, as a result the Child Criminal Exploitation (CCE) strategy was developed. In conjunction with this strategy Cambridgeshire and Peterborough have also developed a risk management tool that allows us to identify the level and severity of our CCE cases based on assessment of risks covering 11 categories around mental and physical health, relationships, behaviour and social factors. Any professional can complete the tool which is then sent to the Missing, Exploited, and Trafficked (MET) hub which forms part of the MASH. All children who are identified as having any potential involvement in CCE have a risk management tool completed and are added on to the CCE tracker as being:

- **Emerging** – some contact with individuals/issues
- **Moderate** – regular issues/extensive contact
- **Significant** – extensive known contact/issues
1.5 Guidance and recommendations are included for each category such as referrals for YOS Prevention, Child in Need and/or Child Protection. Cases identified through the tracker are reviewed monthly for category updates or removal.

1.6 We have undertaken extensive mapping activities to ensure we are capturing the picture of exploitation in our area and are aware of who our cohort is. The purpose of this mapping is to investigate exploitation issues affecting a specific district or area highlighted at the Missing and Child Exploitation (MACE) meeting or emerging themes and trends identified by District Leads or the MET hub.

1.7 As of March 2019 we have the following numbers on our exploitation tracker:

<table>
<thead>
<tr>
<th>Risk Level</th>
<th>Cambridgeshire</th>
<th>Peterborough</th>
</tr>
</thead>
<tbody>
<tr>
<td>Emerging</td>
<td>26</td>
<td>4</td>
</tr>
<tr>
<td>Moderate</td>
<td>27</td>
<td>12</td>
</tr>
<tr>
<td>Significant</td>
<td>9</td>
<td>7</td>
</tr>
</tbody>
</table>

2.0 Current Forums

2.2 Operation Make Safe is a fortnightly meeting which reviews Police intelligence relating to children at risk of exploitation, locations where exploitation occurs and those who are perpetrating exploitation. The meeting consists of representatives from both local policing areas, the police MET hub, the Intelligence and Specialist Crime Department, social care from both local authorities and the Local Safeguarding Children Board. The meeting targets specific activity to engage with identified children or target locations / perpetrators based on the intelligence picture.

2.3 Missing and Child Exploitation Group (MACE) is a Multi-Agency Forum where all young people who are identified as being at significant risk are discussed. Meetings include managers from Police, Early Help, CSC, and Health. The group agrees multi-agency actions and tasks to manage risks and safety.

2.4 There is also a strategic MACE group which is responsible for ensuring that current and future multi-agency policies, procedures and improvement action plans are appropriately designed to be responsive in meeting the demand that CCE poses within the local community and when necessary develop new policies and procedures, for safeguarding and promoting the welfare of children.

2.5 Other young people at risk of CCE at emerging and moderate levels are discussed at and multi-agency plans are developed through Early Help, Social Care and YOS Multi-Agency forums.

3.0 What we have achieved

3.1 Areas of good practise for Cambridgeshire and Peterborough include our ability to identify our cohort, their level of need and mapping work. We have a robust system for return home interviews conducted by the MET hub to help us understand why children go missing from home and where they are ending up.

3.2 We recognise the need to have a good multi-agency response at a senior management level across both Safeguarding and Community Safety Partners. In
March 2019 the Safeguarding Board and Countywide Community Safety Partnership have commissioned a review and Task and finish group to evaluate the current partnership response to CCE.

3.3 The Safeguarding boards arranges an extensive programme of training that is available to all partner agencies, which includes bespoke training on CCE. MACE ensures that we are reviewing young people at significant risk and agreeing a partnership response to managing these risks. The MACE strategic group also ensures that there is strategic ownership across Safeguarding and Community, and identifies gaps in practise.

We have adopted the OSARA model as our method of mapping:

- **Objective** we are seeking to achieve with the mapping
- **Scanning** all available records from all partners
- **Analysing** what we have, what we need
- **Responding** to Victim, Location and Offender
- **Assessing** the outcome (next steps)

3.4 We are delivering information and engagement sessions to the public to ensure that the community is able to recognise the signs of child criminal exploitation, as well as being confident on how to report it.

3.5 We are co-ordinating a funding bid partnership group to ensure that identify funding opportunities as a result of the governments Serious Youth Violence Strategy, we review any unsuccessful funding applications and prepare for forthcoming opportunities. A successful bid was also secured for a two year funding opportunity in Huntingdon, which will support a pilot that introduces and new post that will work intensively with young people already engaged in CCE, those at risk of future exploitation and advise schools on preventive approaches.

3.6 An audit conducted by the Safeguarding Board also evidences that there is good decision making at the ‘front door’ in both Peterborough and Cambridgeshire. Assessment of risks and needs. Good practice was also identified in respect of completion of Exploitation Risk Management Tools, Involvement of young people and their parents or carers in assessments, updates to plans and delivery of appropriate interventions.

3.7 The Youth Offending Service and police have started to use the National Crime Agency National Referral Mechanism (NRM) for young people identified at risk of CCE and under investigation and there is a planned role out of training across children and adult service by May 2019.

3.8 We are working with the Healthy Schools programme to ensure a resilience based programme is put in place as part of PSHE. We have adopted a whole school approach to community safety with single points of contact for support, who are trained and attend refreshers regularly.

3.9 In 2018 we purchased several licenses for “Positive Steps - Which Way”, which is a video resource that explores spotting signs, decision making and identifying alternatives/diversion. This has been shared with both Youth Offending Services, Targeted Youth Support Services (Peterborough), Adolescent Teams and Early Help District Teams in (Cambridgeshire). The Youth Offending Service have seen success with some young people at risk of CCE through our Intensive Supervision
Surveillance Programme and are looking to extend intensive programmes of support/activities and daily phone safe and well checks to young people known to the service who are identified through the MACE Tracker and known to the service where capacity allows.

3.10 In January 2019 the constabulary launched a new Protecting Vulnerable People Department which includes the operational functions of the MET hub. This has started to show an impact in respect of information being shared and actions agreed through social care strategy discussions and YOS risk panels. In addition there are YOT Police Officers embedded in each YOS who are supporting an working alongside and supporting packages of intervention for young people at risk of CCE. This new structure should also help us the partnership to better understand, contribute towards and share information held by the departments Intelligence Unit.

4.0 Where we need to improve

4.1 This cohort of young people are presenting to services with complex needs and often at times of chaos, instability and when they feel most at threat. Many find it difficult to recognise that they are at risk of exploitation and are inconsistent with wanting help and support, as a result of the pulls and threats from those exploiting them.

4.2 We are lacking in consistent interventions across services, especially when dealing with our children who are identified at moderate and significant risk. Currently we are unable to put intensive programmes of support and activities in place for all young people at risk of CCE due to a statutory caseload responsibilities and demands of the wider caseloads. Whilst we have seen success with young people exploited through such schemes as Intensive Supervision and Surveillance Programmes where extensive activities, education and out of hours checks are conducted there is not the capacity to offer this programme to deter all young people affected by CCE. Such an approach would require a full multi-agency response.

4.3 There is also some evidence of the success of mentoring type programmes and the partnership is keen to develop this approach locally. Due to the lack of interventions available there has not been any opportunities to build up an evidence base for what interventions are most effective and as a result attempting to develop new interventions is difficult.

4.4 Whilst we are starting to engage Forensic CAMHS, YOS Psychology and wider Psychology and clinical services in supporting young people known to be at risk of CCE more needs to be done to work in partnership with primary health. We need to ensure systems are in place for information sharing and coordination with help partners to ensure that timely information is received from school nurse, GPs and hospitals in respect of young people presenting with injuries who are potentially at risk of CCE.

4.5 In addition we also need to improve information sharing and intelligence reporting with the police both at a local, regional and national level. Many funding bid opportunities will rely on us being clear about our CCE cohort across the partnership and there are current inconsistencies between information held by the constabulary, ERSOU and the local authority about young people who are nominals at risk of CCE. A recent meeting with Eastern Region County Lines Group found that the information being passed through to the Eastern Region Special Operations Unit is inconsistent.
with the numbers held by the local authority and we are looking into why this. Numbers of children at risk of CCE for Cambridgeshire and Peterborough are also lower than the rest of the region and we are unsure whether this is to do with differences in how our numbers are reported.

4.6 As a result of the chaotic and complex behaviours that young people are presenting with this creates challenges for professionals who are case responsible and we need to ensure that we are using clinical and psychological resources to formulate, contain and guide trauma informed responses to our interventions. There are also increasing concerns in respect of young people carry knives, knife related offences and violence, so it is essential that we provide guidance for professionals working with these young people to ensure that we are mitigating any risks that there may be to staff.

4.7 In respect of our preventative work and responding to our emerging cohort of young people we are not currently providing a consistent offer in respect of preventative programme to young people. In Huntingtonshire a pilot group work programme funded by the Community Safety Partnership evidenced success with young people, but there are not sufficient resources currently to fund this in all areas of the County. In addition we do now have one preventative awareness programme that could be consistently delivered across schools and as such may be failing to prevent children from becoming at risk.

4.8 A recent audit conducted by the safeguarding boards highlighted that there is a need to ensure that the risk management tools are being used consistently and have the correct level of detail in them. It was found that some of the completed tools lacked detail and did not identify actions to mitigate the risks identified. Some of the assessments were completed with little input from the child or their views were gained but not included in a way that was meaningful. Some of the assessments lacked some input from partner agencies such as education providers. The current statutory referral form is under review and is likely to be replaced shortly, this will help the completion of the risk management tool.

4.9 As the strategy was only put into place a year ago there is still some bridging to be done across Cambridgeshire and Peterborough to ensure both authorities are using the risk management tools consistently and to the same thresholds. Additionally the trackers for each are formatted differently and contain slightly different information. Peterborough has recently opened its Targeted Youth Support Service (TYSS), which offers more seamless support to young people who are presenting requiring early help and child in need support. Services are structured differently in Cambridgeshire and it is important that we ensure that support for young people is seamless and that plans for intervention are known and shared by all partners.

4.10 We need to ensure training around modern day slavery has been delivered to all front line workers and that requirements around modern day slavery are known to all staff. We are working on launching training at the moment and writing a separate guidance for staff for this issue.

5.0 What we are hoping to do

5.1 In March 2019 the Safeguarding Childrens Board and Countywide Community Safety Partnership agreed to implement a Task and Finish Group to focus on priorities and
areas of improvement in respect of CCE. This group will consist of key multi-agency partners who can support the development of an Action Plan and identify leads for each area of improvement. This needs to include a review of meetings and forums, intelligence and reporting on our cohort, consistent and extensive use of the Risk Management Tool across the partnership, and improved plans and interventions to manage these young people.

5.2 As mentioned previously we are lacking in consistent resources to approach some of these challenges and previous bids to the Early Intervention Youth Fund and the Trusted Relationships Fund have been unsuccessful. We are planning to re-submit a bid for the Youth Endowment Fund (YEF) when it opens and have convened a multi-agency group to assist with preparing the bid.

5.3 The group has been looking at previous bids that were submitted with unsuccessful outcomes and successful bids from throughout the region. The group is also pulling together a selection of CCE case studies to showcase where we perform well and what the gaps in our approach have been. We will also look to bid for any other funding that becomes available. We have been successful in gaining funding for an Interventions Worker for two years from the Freemen’s Trust, this post will only be working in Huntingdon but will give us the opportunity to test and pilot how this resource can be used effectively. We are yet to learn the full criteria and terms of the YEF and expect these to be published in late April 2019 when it is likely that bid will open. We have sought Graduate Trainee resource to co-ordinate and support the partnership to prepare and submit this bid.

5.4 At this stage it is thought that the priority areas for our YEF bid would look to offer intensive support and interventions to our most vulnerable cohort to include mentoring, timetabled activities and education and daily safe and well checks. Such support would work alongside the MET hub, YOS, wider TYSS, Adolescent and Early Help Teams. We would aim to build a trusted relationship between the workers, young people and families and ensure that we have trigger/safety plans that are shared by agencies and families. These workers would use trauma informed approaches, which would be supported by psychologist or clinician providing formulation, guidance and structure to delivering this approach effectively. It is also essential that police resource is available as part of this partnership approach to continue and support the work of the met hub and help us to gather and share intelligence on this cohort.

5.5 Another priority if the YEF fund allows us to target our preventative and emerging cohort is the development of a consistent approach to deliver early intervention group work to allow young people to develop the resilience and better understand of the risks facing them. We would also look to support the development of an education programme in schools to support a preventative approach and programme to stop young people becoming at risk.
Cambridgeshire and Peterborough Countywide Community Safety Strategic Board

To: Cambridgeshire and Peterborough Countywide Community Safety Strategic Board  
From: Sarah Ferguson and Det. Supt. Laura Koscikiewicz  
Date: 10 April 2019  
Title: A deep dive on the work of the DASV partnership and the key risks on the horizon

1 Purpose
1.1 The purpose of this report is -
   - To understand the current governance structures and existing performance monitoring arrangements of the DASV partnership.
   - Display current performance and highlight risks the Responsible Authorities should be aware of and respond to in line with their responsibilities under the Crime and Disorder Act 1998
   - To highlight any gaps in provision and anticipated future risks.
   - To highlight to Responsible Authorities and the place-based partnerships they sit on (such as CSPs and Living Well Partnerships) what actions are needed from an approach of Prevention (prevention workstreams), Early Intervention (CSPs) and Intervention (Delivery Groups).

2 Recommendation
2.1 The Board is recommended to note and comment on progress of the Domestic Abuse and Sexual Violence Delivery Board.

3 Background and Context
3.1 Since 2016 the Domestic Abuse and Sexual Violence Partnership has covered both Cambridgeshire and Peterborough. At a strategic level, work is overseen by the Domestic Abuse and Sexual Violence Delivery Board, who oversee delivery of the Cambridgeshire and Peterborough Violence Against Women and Girls Strategy (2017 - 2021), and the associated Action Plan is overseen through the Domestic Abuse and Sexual Violence Operational Group.
The local strategy is based on the Home Office Ending Violence Against Women and Girls Strategy 2016-2020 which was recently refreshed in March 2019. Locally the strategy identified three overarching priorities for the county at that time (2017), which build on a wide range of existing activity by partner organisations, which take place as part of business as usual.

**Priority 1:** We will make sure that people who have experienced VAWG can get help in their community from an Outreach Service. Our Partners will work together to make sure that people can get the support they need in a way that suits them.

**Priority 2:** We will set up a Domestic Abuse Unit. All our partner organisations will be involved in this so that people don’t have to go to lots of different places to get help. The Domestic Abuse Unit will offer support to all victims of VAWG that live in Cambridgeshire or Peterborough.

**Priority 3:** We will make sure that everyone can get the support they need. Some people find it more difficult to get help – for example due to disability or language barriers. We will make sure that people can get help whatever their needs are.

Since the Cambridgeshire and Peterborough Strategy was developed in 2017 the development of a domestic abuse unit has proved difficult and a refresh of the VAWG Needs Assessment (2017) will be undertaken during 2019/20 to determine if this is still a key priority.

The VAWG Strategy is accompanied by an Action Plan that sets out in detail what will be done to achieve the three priorities above. The Action Plan is divided into four sections:

- Prevent
- Protect
- Pursue
- Prepare
4. Prevent

4.1 There are four key elements of preventative work

- Preventative work with children and young people in schools and other settings
- Education and awareness for communities
- Young people at risk of using violence
- Supporting children and young people to recover

4.2 Preventative work with children and young people in schools and other settings

The Government have announced their intention that Relationships and Sex Education (RSE) will be made mandatory in schools from September 2020. The Partnership are working with the Cambridgeshire PSHE (Personal, Social and Health Education) Service and providers of healthy relationships education provision in schools to prepare for this. In previous years some healthy relationships provision in schools, such as the theatre productions of Chelsea's Choice and Touch Love have been funded be the OPCC through the local CSPs. This funding is no longer available.

4.3 Education and awareness for communities

This is a priority area of development for 2019/20. Cambridge Women’s Aid have been successful in a bid to deliver the Women’s Aid ‘Ask Me’ community ambassadors scheme across the county. This work will also be expanded on through Integrated Community Strategy funding in Peterborough to develop a consistent model across both Cambridgeshire and Peterborough. At least 100 champions will be trained to raise awareness of domestic abuse in their communities and signpost to specialist services. In particular this work will focus on communities that may be ‘hard to reach’ and where domestic abuse may be particularly hidden. For example this will build on the existing work that has been taking place with the Joint Mosque Group in Peterborough; to raise awareness of domestic abuse in the Muslim community.

4.4 Young People at risk of using violence

The Break for Change programme, for families experiencing adolescent to parent violence (APVA), funded via the OPCC successful bid to the Home Office VAWG Transformation fund has been running for 2 years. This has been highly successful in helping these families and will be run again on 2019. Future funding is at risk though as the VAWG Transformation funding finishes in March 2020.

4.5 Supporting children and young people to recover

Cambridgeshire was one of a small number of areas to receive an award from the VAWG Transformation Fund. A partnership bid, led by the Office of the Police and Crime Commissioner, was successful in securing £400k for the county over three years (2017-March 2020), to enable young victims of domestic abuse/sexual violence (aged 13-19, or 24 where there are additional needs) to access specialist, community-based services providing one to one, and group, trauma-based therapeutic/counselling services, to improve their mental health and prevent further escalation of risk and need. Innovatively this service is also be accessible
to young people who use violence and abuse as a result of being themselves traumatised or victims of other types of abuse. The OPCC was able to secure a further £72k in early 2018. This enabled the counselling waiting list for young victims of sexual violence held by the Cambridge and Peterborough Rape Crisis Partnership to be cleared overnight. Embrace – Child Victims of Crime were also able to accelerate the development of group work for young people demonstrating risky behaviours as a result of their experiences. The project is a partnership between Embrace – Child Victims of Crime, the Cambridge and Peterborough Rape Crisis Partnership, the county’s Youth Offending Services and the Victim and Witness Hub. It is based primarily within the county’s Sexual Assault Referral Centre.

4.6 Children Affected by Domestic Abuse Funding

A successful bid to the Home Office Children Affected by Domestic Abuse fund has been successful in bringing in £900K to Cambridgeshire from October 2018 – March 2020. This work will include:

- provision of specialist support to children and the victim (usually their mother), to enable them to recover together from the abuse experienced
- Specialist work with young children who have experienced domestic abuse
- Direct work with young people who are experiencing abuse in their relationship
- Supporting young people through the criminal justice system where they are witnesses or victims to achieve best evidence

The core focus is on ensuring that children (aged 0-18) are identified and can access specialist, community-based services which provide one to one, and group, therapeutic-focused/counselling services to improve their mental health and prevent further escalation of risk and need. There will be provision to support the recovery between the child and the protective parent/victim, in order that they are able to recover together.

This will enable young people to address ‘Adverse Childhood Experiences’ and reduce the impact of these experiences in their future lives. This in turn reduces the future potential cost on the public purse through drawing on statutory services.

In particular there will be:

- Specialist support to children giving evidence in the criminal justice system, in order to improve the experience for them and gain best evidence. These children will be referred at the point at which they give a statement via video recorded evidence. The posts will also support children where their parents’ case is going through court.
- Support for children and their mothers (or father) to recover from the trauma they have experienced to enable them to develop their relationship and long term recovery. Individually and with group interventions.
- One to one trauma based CBT for children aged 7-12 to enable them to process the trauma experienced from the domestic abuse they have experiences. This is in addition to similar provision from those aged 13 + funded through the VAWG Transformation fund.
• Increased security on the homes of children who have experienced domestic abuse to enable them to stay in their homes and maintain education, friendships and community support.
• IDVA support for young people aged 13-18 who are in abusive relationships, to enable increased safety and separation.

4.7 Current Children’s Service support for DASV

Within Children’s Social Care in Peterborough the Family Safeguarding model has been adopted with specialist DV victim and perpetrator workers. This is funded for a fixed term and include 2FTE victim and 2 FTE perpetrator workers. Through Early Help a dedicated children and young people's worker provides direct interventions for children and young people who have witnessed or been party to Domestic Abuse. The Family Safeguarding Model has been running for some time, with early indications of a positive impact in relation to the DV victim workers, although it is too soon for this to be measured through quantifiable data. It has taken longer to employ the Perpetrator workers, and the overall service is currently in the process of evaluation and review around sustainability going forward. High risk victims continue to be worked with by the IDVA service.

In Cambridgeshire although there are no dedicated roles, a Children’s Services (Social Care and Early Help) Domestic Abuse strategy and plan is in place; which has included training for all social care and early help staff within the last two years and the development of a group work offer. The group work offer includes a programme developed by Early Help to support victims, Recovering Together (a programme for mothers and their children to help them recover from abuse) and Caring Dad’s (a programme specifically for men who have abused or neglected their children or exposed them to abuse of their mothers). Discussions are underway about pulling together a joint plan across Cambridgeshire and Peterborough.

4.8 For Baby’s Sake

Cambridgeshire County Council are collaborating with philanthropic organisation, the Stefanou Foundation, to fund the For Baby’s Sake programme. This is a new programme that takes a unique three-way approach; with trained practitioners working with both co-parents to end the abuse, overcome its impact, and better equip them to provide a nurturing, safe and loving environment for their baby and any other children. At each stage of the journey the team works therapeutically, providing support matched to the needs of each mum, dad, baby and any other children, to help the parents as their children grow and their lives change. Throughout the programme safety and risk management, mental health and parent-child attachments are prioritised.

5. Protect

5.1 To protect victims of DASV the following provision is provided across Cambridgeshire and Peterborough.
Independent advocacy, advice and safety planning provided to victims at risk by the Independent Domestic Violence Advisory Service (IDVAS)

Daily and weekly MARACs to support high risk victims through multi-agency information sharing, risk assessment and safety planning

Refuge accommodation commissioned by Cambridgeshire County Council and Peterborough City Council to provide refuge for those fleeing severe domestic violence

Advocacy, advice and safety planning provided by the specialist outreach services for victims at risk

Independent advocacy, advice and safety planning provided to victims at risk by the Independent Sexual Violence Advocacy Service (ISVAS) and Cambridge and Peterborough Rape Crisis Partnership, commissioned through the OPCC.

Clinical and holistic support services at the countywide Sexual Assault and Referral Centre (SARC)

5.2 A significant increase in reported abuse over the last few years is a positive sign that the issue of domestic abuse is more publicly recognised and that victims increasingly feel able to report it when it occurs. Finding the most effective way to respond to both victims and perpetrators continues to be an organisational and partnership focus particularly as resources become more stretched. Domestic abuse continues to be one of the most significant contributory factors for children coming into contact with Children’s Services, and remains an often hidden and under-reported problem for services meeting the needs of vulnerable adults. It is therefore increasingly imperative that Cambridgeshire County Council and Peterborough City Council, in conjunction with their partners, ensure that resources are directed in the most effective way to reduce the incidence and impact of domestic abuse.

In light of this a review is underway of what dedicated specialist Domestic Abuse resources are needed to secure the best outcomes for vulnerable children and adults. More details can be found in section 10.

5.3 A successful bid to the MHCLG has brought £700K on funding to Cambridgeshire to support a ‘Whole Housing Approach to Domestic Abuse’ This will enable Cambridgeshire & Peterborough to establish a whole system approach to housing and domestic abuse, bringing greater synergy and definition across all aspects of housing. This will work across two main sites – Cambridgeshire & Peterborough, and West London, and will not only support the local system, and the victims of domestic abuse and their children, but will also enable the development of definition, clarity and tools across the UK.

The work includes resource to work with the local housing providers, the private rented sector and where properties are privately owned, to ensure, as far as possible, victims and their children are able to stay in their own homes. As well as supporting victims stability, it will also enable economic stability and would relieve pressure on local social housing.

The bid will also look to develop managed reciprocals in Cambridgeshire and Peterborough, as seen in London Boroughs, in order to prevent homelessness for those suffering domestic abuse. The new funds will ensure the continuation of the Bobby scheme to support victims to stay in their own homes with confidence, also resulting in community links being maintained, and reducing the chance of children having to move schools and disrupting their education.
The bid will enable mobile advocacy for victims of domestic abuse and enable us to support our marginalised, rural and victims with multiple needs. This would enable support for victims to remain in their own homes safely. This funding will enable the current seven outreach posts to continue until the Autumn of 2020.

The Domestic Abuse Housing Accreditation (DAHA) will be continued across the county, working with local authorities and housing providers.

Included in the bid is project management provision and an opportunity has arisen for Vickie Crompton, one of the DASV Partnership Managers to assume this role through a secondment to the Domestic Abuse charity Standing Together. This will be a full time secondment between April 2019 and March 2020, and Vickie will be leading on housing and perpetrator management across the area.

5.4 In 2017 the Safeguarding Adult Board Quality and Effectiveness Group (QEG) undertook an audit of Section 42 Enquiries where Domestic Abuse was identified as a risk. The recommendations and findings from this audit have informed a joint action plan between the DASV Partnership, Adult Social Care and the Safeguarding Adults Board

6. Pursue

6.1 The following are in place to pursue perpetrators of DASV.
- A multi-agency Domestic Violence Perpetrator Panel (DVPP) in Cambridgeshire and Peterborough, responding to high-risk and high-profile perpetrators
- The provision, within the Integrated Offender Management programme, for those who use violence and abuse.
- A merged Victim and Witness Hub / Witness Care service to improve the experience of VAWG victims through a single point of contact (covered under Protect)
- A specialist domestic violence court (SDVC) to bring offenders more swiftly to justice
- A MAPPA in Cambridgeshire and Peterborough for those at the highest risk of reoffending

6.2 Domestic Abuse is a police strategic crime priority and as such the police now have in place a DA strategy (as shown in 6.4).

One of Cambridgeshire Constabularies core roles is to pursue those who seek to cause harm to other and bring them to justice. Using the Cambridge Harm Index as the clear methodology for identifying and manage those highest harm DA perpetrators. In doing this they seek opportunities to reduce risk of harm and bring them to justice. The DA Perpetrator Panel is a really sound concept with good engagement. As with all projects it is incumbent upon us now it has been running for a period of time to review it, assess what works, where it can be improved or develop the process and what the outcomes are. Andrea Warren is leading this review. This forms part of a wider police review of the Policing of Neighbourhoods to ensure they have the right resources to manage those individuals who cause the highest harm within our communities.
There has been a recent change in Cambs police policy to strengthen the use of police bail in DA cases instead of Release Under Investigation to enhance the safeguarding afforded to victims. This now places the presumption of bail, officers need to provide a rationale seeking RUI instead.

New streamlined processes and guidance for the use of civil orders against DA Perpetrators where we are unable to prosecute (DVPN/Os) are now embedded. Use of these and indeed review of investigative and safeguarding standards is monitored through the DA Scrutiny group whose job is to audit DA cases, identify good practice and learning across the whole journey from initial call through to finalisation. This is embedded practice.

Working with partners in CPS and courts the police are delivering against the DA Best Practice Framework. This highlights the need for specialist Domestic Violence Courts. Within Cambs these are already embedded. These are a real benefit in delivering prompt and tailored hearings for DA cases. The police need to ensure all cases of DA are sent to SDAC. There is now a designated DA CPS lead who is working with the police to quality assure and develop the whole CJ process.
### Domestic Abuse Strategy

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<th>VICTIM</th>
<th>OFFENDER</th>
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<tr>
<td><strong>PREPARE</strong></td>
<td>All staff are appropriately trained to recognise and support victims of DA. Ensure appropriate partnership systems and pathways are in place.</td>
<td>Staff are appropriately trained and skilled to complete DA investigations. Utilise tools and systems that enable high harm perpetrators to be identified and managed.</td>
<td>Educate communities re risks posed through joint messaging with partners and SCB. Prepare an internal and external communication strategy.</td>
<td>Refine our approach to DA recognising the different nature, risks and appropriate interventions for intimate partner vs non-intimate partner DA</td>
</tr>
<tr>
<td><strong>PREVENT</strong></td>
<td>Work in partnership to reduce re-victimisation of victims of DA. With partner agencies provide a wraparound service to the child.</td>
<td>Appropriate use is made of criminal and civil orders. DVPO and DVPN, Restraining orders. Adopt preventative measures to educate and rehabilitate perpetrators of domestic abuse.</td>
<td>Communities aware of and use of Sarah and Claire’s Law and disclosure. Educate communities about the signs of DA.</td>
<td>Develop effective interventions to reduce the risk of re offending posed by perpetrators of DA</td>
</tr>
<tr>
<td><strong>PROTECT</strong></td>
<td>Ensure our initial response is timely based on the risks presented. Full use of police powers will be used to safeguard the victim, including a presumption of bail over RUI Embed the use of evidence based policing, placing the victim at the heart of the investigation.</td>
<td>Risk assessments are completed post arrest in line with correct use of bail, risk assessments and partnership interventions.</td>
<td>Following report of a DA incident with children in the household schools notified to better support said child. (Op Encompass)</td>
<td>Adopt an audit regime to quality assure safeguarding interventions, investigations and outcomes. Ensure the lived experience of the child has been captured in safeguarding and investigation process allowing the most appropriate safeguarding to be put in place.</td>
</tr>
<tr>
<td><strong>Pursue</strong></td>
<td>Identify and engage with those victims who are at highest harm of repeat DA victimisation, reducing their vulnerability</td>
<td>We will embed and fully utilise evidence based policing to pursue perpetrators of DA Robust targeted interventions with high harm perpetrators of DA</td>
<td>Identify and engage with hard to reach communities</td>
<td></td>
</tr>
</tbody>
</table>

Cambridgeshire and Peterborough Countywide Community Safety Strategic Board

Agenda Item: 5.0

10 April 2019
7. Prepare

7.1 Under the prepare element of the VAWG Strategy are the following:
   - Holistic community-based provision from specialist VAWG services, such as Cambridge Women’s Aid, Refuge, and the Cambridgeshire and Peterborough Rape Crisis Partnership (covered under Protect)
   - Support for victims of VAWG crimes from the Cambridgeshire Victim and Witness Hub

7.2 In addition to these considerable work has been undertaken to raise awareness of DASV and both prepare and train professionals and the wider community.

7.3 A DASV professionals’ champion network has now been running for a year with over 100 professionals from a huge range of agencies attending. This includes police, social care (adult and children’s), health, housing, probation, substance misuse service and specialist DASV services. Network meetings are held on a quarterly basis and have a different focus every time. This year sessions have been held looking at specialist DA services, services for children and young people, mental health and housing and benefits.

7.4 Work is also underway to increase community awareness as described in the prevent section. In addition to this Cambridgeshire County Council and East Cambridgeshire District Council have been successful in gaining White Ribbon accreditation and Cambridge City Council have recently been reaccredited.

8.0 Domestic Homicide Reviews

8.1 A Domestic Homicide Review means ‘a review of the circumstances in which the death of a person aged 16 or over has, or appears to have, resulted from violence, abuse or neglect by –

   a) a person to whom he was related or with whom he was or had been in an intimate personal relationship, or
   b) a member of the same household as himself, held with a view to identifying the lessons to be learnt from the death.

Where a victim took their own life (suicide) and the circumstances give rise to concern, for example it emerges that there was coercive controlling behaviour in the relationship, a review should be undertaken, even if a suspect is not charged with an offence or they are tried and acquitted.

8.2 The purpose of a DHR is to:
   - Establish what lessons are to be learned from the domestic homicide regarding the way in which local professionals and organisations work individually and together to safeguard victims;
• Identify clearly what those lessons are both within and between agencies, how and within what timescales that they will be acted on, and what is expected to change as a result;
• Apply these lessons to service responses for all domestic violence victims and their children through intra and inter-agency working.

As of April 13th 2011, the statutory requirements for initiating and undertaking a DHR is with the Community Safety Partnership in which ‘the victim was normally resident’ or where ‘the victim was last known to have frequented.’

8.3 To date in Cambridgeshire there have been the six DHRs, but currently there are an additional 7 cases that are just starting or being considered as follows:
Cambridge City – 2 suicides
South Cambridgeshire – one murder and one suicide
Fenland – one murder
Hunts – one murder and one suicide

8.4 As indicated above, the statutory requirement to undertake a DHR lies with the relevant CSP. On average the process costs in the region of £8 - 10K, depending on the complexity of the case and the number of agencies involved.

DHRs are unpredictable and whilst some CSPs have set some funds aside in the event of a DHR, funding is proving to be very challenging. In addition, the recommendations may also require significant resource and are therefore not carried out as comprehensively as may be desired. Consideration needs to be given as to how the statutory agencies within the CSPs contribute towards the future costs of any DHRs.

Although national guidance on the DHR process is available there are still some difficulties in implementing this locally and establishing a procedure from first notification of a DHR to the decision to take this forward. This is particularly challenging in the case of suicides, where it may not be as clear whether domestic abuse was a factor in the suicide, and other reviews such as a SAR (Safeguarding Adult Review) may be taking place and may be a more appropriate way to respond to the death. It has been agreed that an initial joint meeting will take place between the relevant CSP and the Local Safeguarding Board to establish the approach to be taken.

9.0 Performance Framework Data

9.1 IDVA Performance Data

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9.2 Comparison Data 2017-18

**IDVA Referrals 2018-19**

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IDVA Referrals 2018-19

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<td>1824</td>
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</tbody>
</table>
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9.3 Commentary on annual comparison

2018/19 has seen a slight increase in IDVA referrals across the board with particular increases to the YP IDVA (66%), Health IDVA (51%) and A8 IDVA (62%), who work across all risk levels. These posts are only funded currently for Cambridgeshire so in Peterborough referrals will be managed by generic IDVAs. This may account for the slight decrease in referrals in Peterborough.

Referrals in Cambridge City, East Cambs and Huntingdonshire have all decreased but have increased in Fenland and South Cambs, this is likely just to be district variation and is not thought to be significant.

Engagement rates remain on track at 79%. The target for the service is 70% and engagement with the service is on a voluntary basis. Repeat rates also remain relatively low at 32%. A certain amount of repeat referrals can actually be seen as a positive as it shows that victims are following their safety plans and seeking help if there is a reprisal of violence/abuse.

### Diversity Data Cambs & Peterborough IDVA Service 2018-19

<table>
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<tr>
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<th>Total 2018-19</th>
</tr>
</thead>
<tbody>
<tr>
<td>Number of male referrals</td>
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<tr>
<td>Number declaring disability</td>
<td>78</td>
</tr>
<tr>
<td>LGBT</td>
<td>12</td>
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</tbody>
</table>

### Other relevant data 2018-19

<table>
<thead>
<tr>
<th>Agency</th>
<th>Total 2018-19</th>
<th>Total 2017-18</th>
</tr>
</thead>
<tbody>
<tr>
<td>Number of Daily MARAC cases Cambs &amp; Pboro</td>
<td>1547</td>
<td>1603</td>
</tr>
<tr>
<td>Number of MARAC Plus cases Cambs % Pboro</td>
<td>9</td>
<td></td>
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<tr>
<td>Police Incidents Cambs</td>
<td>8260</td>
<td></td>
</tr>
<tr>
<td>Police Incidents Peterborough</td>
<td>4977</td>
<td></td>
</tr>
<tr>
<td>Police Crimes Cambs</td>
<td>57%</td>
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</table>
10.0 Review of DASV Services and Funding challenges from 2020

10.1 As mentioned above a review of specialist domestic abuse resources is currently underway to consider what dedicated specialist Domestic Abuse resources are needed to secure the best outcomes for vulnerable children and adults.

The review is being undertaken in two phases, and is being overseen by the Domestic Abuse and Sexual Violence Delivery Board.

Phase 1 of the review considers with whom and where we need to intervene to have the most impact, and as a consequence improve outcomes for the most vulnerable and reduce demand on services.

The review has started by looking at the support which has the biggest impact on clients who, without this, may need higher levels of intervention from the Council. The review also considers a range of management information which analyses current demands.

Any change in resources in one part of the system would have an impact across a wider partnership. Phase Two of the review will consider the potential impact of any proposed changes and assess the current spend of dedicated resource across the partnership. Phase Two takes a more fundamental look at how public sector resources are working to make an impact in DASV and if any wider public sector reform is needed.

With increasing demand on public sector resources there will be particular challenges in funding services from 2020. This is also the point where external funding for both outreach provision and specialist support for children and young people affected by domestic abuse and sexual violence will also end.
HOUSING RELATED SUPPORT REVIEW

1. BACKGROUND

1.1 At the October 2018 meeting of the Countywide Community Safety Strategic Board, colleagues received an update on the review of Housing Related Support funded by Cambridgeshire County Council. This report brings colleagues up to date with progress made so far, and next steps.

1.2 The County Council’s Housing Related Support budget, currently £7.4m, funds a range of services which support more than 1,500 vulnerable people, including those at risk of homelessness, domestic violence, alcoholism, substance abuse and mental health problems.

1.3 This funding was originally part of a ring-fenced grant allocation to the County Council under the government’s former Supporting People Programme, which aimed to enable vulnerable people who were homeless or at risk of homelessness to maintain or to achieve independence through the provision of housing related support. During 2017 the Council recognised that there was a need to review the allocation of Housing Related Support funding, and to develop a commissioning strategy alongside partners.

1.4 Despite the fact that there is no statutory requirement for the County Council to provide these services, the Council recognises the potential they have to contribute to the prevention agenda and has continued to invest in these services. Although the majority of those using the services would not ordinarily be eligible for care or support from adult’s or children’s services, it is recognised that without the right support their needs could escalate to the point of needing a statutory service.

1.5 The Housing Related Support budget pays for dedicated support staff who are able to deliver specialist support to meet the specific needs of each person. Costs relating to accommodation, such as rent and service charges, are not covered by this funding.

1.6 To ensure that people accessing Housing Related Support services get the best outcome possible, the Council is exploring new models of delivery that promote best practice. These will enable the service users to receive a support service which can meet their changing needs in a positive and flexible way. In addition to improving outcomes, this transformation work will also help the Council to meet its saving targets by finding more effective methods that develop people’s independence and therefore reduce their dependency on services.

1.7 Initially, there was an expectation that savings of £1m for Cambridgeshire would be identified through this process by March 2019. However, as a result of a more detailed
analysis of activity, this target has been reduced to an initial target of £683k, and it has been proposed that these savings are achieved over a three year period rather than over a single year.

**1.8** Information for the review was gathered using the following approaches:
- All services were asked to complete a ‘Data Collection Tool’ which captured information on services and clients, as well as providing an opportunity for providers to give feedback
- Key stakeholders and partners were asked to complete a questionnaire to provide their views and feedback on Housing Related Support and the services being reviewed
- Two workshops were held with providers and stakeholders to share details about the analysis and gather feedback
- Feedback on the approach was sought from the Sub Regional Housing Board through attendance at Board meetings
- Discussions were held with commissioned providers
- Contract monitoring reports were analysed

**1.9** Currently the Housing Related Support budget funds the following categories of services:

<table>
<thead>
<tr>
<th>Number of Services</th>
<th>Client Group</th>
<th>Total Spend</th>
</tr>
</thead>
<tbody>
<tr>
<td>10</td>
<td>Rough Sleepers &amp; Single Homeless</td>
<td>£1,507,000</td>
</tr>
<tr>
<td>10</td>
<td>Homeless Young People</td>
<td>£1,653,000</td>
</tr>
<tr>
<td>3</td>
<td>Teenage Parents</td>
<td>£112,000</td>
</tr>
<tr>
<td>6</td>
<td>People with Mental Health problems</td>
<td>£1,151,000</td>
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<td>24</td>
<td>Older People (incl. Almshouses)</td>
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<td>Travellers</td>
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<td>1</td>
<td>People with Alcohol Problems</td>
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<td>2</td>
<td>Offenders</td>
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<tr>
<td>3</td>
<td>Generic Floating Support</td>
<td>£896,388¹</td>
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**1.10** The Housing Related Support review sits alongside a much larger piece of work to look at the approach to tackling homelessness across Cambridgeshire and Peterborough. This work is being taken forward in partnership with all District Councils and other partners, and is focussed on opportunities for system redesign work in relation to homelessness prevention, building on the work of the Homelessness Trailblazer to which the County Council continues to contribute funding. To support this approach, it is important that we complement the work of our District Council partners, supporting them to deliver their existing strategies and plans.

**1.11** This system redesign work will enable the whole partnership to maximise the growing national and international evidence base about what works in preventing homelessness and sustaining people in long term homes.

¹ This service operates across Cambridgeshire and Peterborough but the spend shown is for Cambridgeshire only.
## Agenda Item: 6a

### Service Redesign

#### 2.1
Whilst we acknowledge that many of the current Housing Related Support services are providing support to clients, a number of these services have remained fairly unchanged since the implementation of Supporting People in 2003. This means that we have not explored the opportunity to introduce other, evidenced good practice models which have been proven to deliver better outcomes for clients in other areas, notably the Housing First model for adults and the St. Basil’s Positive Pathway for young people. The links below provide some additional information on these models:

- Housing First: [https://hfe.homeless.org.uk/about-housing-first](https://hfe.homeless.org.uk/about-housing-first)

#### 2.2
We believe that pursuing these tried and tested models will enable us to commission services that are able to respond much more effectively to current and future client needs in a more systemic way, and will deliver better outcomes for clients.

#### 2.3
In order to implement these new models, significant changes need to be made to existing provision, in a managed way. For adults, the focus will initially be on developing Housing First in Cambridge City, building on the small 2 unit pilot that is already in place and delivered by Cambridge City and Cambridgeshire County Council in partnership. The benefits of Housing First are now widely documented, although yet to be trialled extensively within the UK. By adopting this model in Cambridge, we can offer some of the most chaotic and vulnerable homeless adults another option to hostel accommodation, which has the potential to deliver better outcomes for them and end their cycle of homelessness. Once Housing First has been established with Cambridge City Council, the County Council will also look in partnership with other District Councils at the potential application of this model across other areas of Cambridgeshire as part of the wider system homelessness review work.

### Next Steps

#### 2.4.1
Following a period of extensive engagement with Housing Related Support providers, proposals relating to individual contracts are being presented to the Adults and Children and Young People’s Committees of the County Council in May.

#### 2.4.2
If these proposals are approved, the System Transformation work will be undertaken, with partners, over the next 2 financial years, with any further proposals resulting from this being brought back to the Committees for discussion and approval.

#### 2.4.3
Work will also commence on the development of a Cambridgeshire and Peterborough Housing Related Support Commissioning Strategy as a consequence of the system transformation work, which will be presented to both the Adults and Children and Young People’s Committee for approval.
Housing First for Cambridge

A New Deal for local rough sleepers
What is *Housing First*?

- Housing First is a different approach to getting rough sleepers and vulnerably housed people off the street and into their own homes.

- It is best explained by contrasting it with the alternative *Housing Ready* model…
**Housing Ready** is typically a journey from...
- an assessment centre or night shelter…
- to a hostel…
- to maybe a move-on house…
- eventually to an independent tenancy

**Housing First** works like this…

The Street

The Tenancy
What’s the evidence it works?

Much of the evidence in support of Housing First comes from the USA and mainland European counties - most notably Finland where the approach was recently credited by the BBC as having ‘almost eradicated’ rough sleeping on the streets of Helsinki.
What’s the evidence it works?

In the UK the most comprehensive study is Bretherton and Pleace (Centre for Housing Policy, 2015). The study…

- Looked at nine services: Five in London; two on the South Coast; one in the Midlands; one in the North East.
- Interviewed 60 service users, 23 in depth, with an estimated average spent homeless of 14 years per person.

This study found….
What’s the evidence it works?

- 59 people had been successfully housed for one year or more by five of the Housing First services, equivalent to 74% of the current users of the five services.
- Cambridge hostel system – planned move ons 63.9% (April 17 to Sept 18)
- 26 people (43%) self-reported ‘bad or very bad’ physical health in the year before joining the service.
- This fell to 17 (28%) when asked to assess their current health.
What’s the evidence it works?

- 31 (52%) of the group reported ‘bad or very bad’ mental health a year before using Housing First.
- This fell to 11 people (18%) when asked about current mental health.
- Service users ‘drinking until they felt drunk’ fell from 71% the year before to 56% currently.
What’s the evidence it works?

- 66% of service users reported using drugs the year before Housing First, falling to 53% when asked about current use.
- Service users in contact with family members doubled (from 25% to 50%).
- Self-reported involvement in anti-social behaviour fell from 78% in the year before Housing First to 53%.
What’s the evidence it works?

In summary....

Housing First is not the answer to every chronic rough sleeping problem, but significant gains have been achieved with the most vulnerable individuals for whom nothing else has worked.
Why *Housing First*?

- Hostels work for a lot of people and employ hard-working and committed people.
- But hostels don’t work for everyone.
- *Housing First* is for the significant proportion of rough sleepers for whom the *Housing Ready* approach has not worked, particularly those who have tried that approach on several occasions without success.
7 Housing First Principles

1. People have a right to a home.
   - Eligibility for housing is not contingent on any conditions other than willingness to maintain a tenancy.

2. Flexible support is provided for as long as it is needed.
   - Providers commit to long-term offers of support which do not have a fixed end date.
3. Housing and support are separated.
   - Support is available to help people maintain a tenancy and to address any other needs they identify
   - An individual’s housing is not conditional on them engaging with support.

4. Individuals have choice and control.
   - Choose the type of housing they have and its location within reason
   - Accommodation should be scattered site, self-contained accommodation, unless an individual expresses a preference for living in shared housing.
7 Housing First Principles

5. An active engagement approach is used.
   ▪ Staff are responsible for proactively engaging their clients; making the service fit the individual instead of trying to make the individual fit the service.

6. The service is based on people’s strengths, goals and aspirations.

7. A harm reduction approach is used.
   ▪ People are supported holistically and staff support individuals who use substances to reduce immediate and ongoing harm to their health.
What’s planned for Cambridge?

Currently three models:

**HF1.** Builds on the former ‘training flats’ approach (an early quasi-Housing First scheme). Target set to achieve 10 HF1 tenancies by October 2019.
What’s planned for Cambridge?

**HF2.** Seeks to capitalise on the current building programme by delivering an initial six cluster units comprising two self-contained Housing First flats and one flat for a caretaker. The first of these should be ready in 2020.
What’s planned for Cambridge?

**HF3.** Seeks private sector opportunities using existing tools such as guaranteed rents and free housing management, but will be sufficiently flexible to pick up ‘opportunistic’ gains from short-life or low-demand social housing. HF3 will offer a shared option.
Support

- HF1 – support coordinated by the Counting Every Adult Team

- HF2 & HF3 – support funding yet to be determined

- Both the City and County Council has access to flexible funding
How will Housing First fit with current provision?

- Cambridgeshire County Council is leading on Housing-Related Support Review and Homelessness Systems Review

- This programme is a pilot and fits within these programmes
How will Housing First fit with current provision?

Among other things the pilot will test…

- whether it reveals a demand for the HF programmes and successfully sustains people in their own tenancies; and
- whether, if fewer people are on the streets, street-based services might need to evolve to include more support in the home.
Referral Criteria

The recommended referral criteria for these schemes are as follows:

- Eligible for single persons’ rate of housing benefit /Universal Credit
- Willing to accept support to maintain the tenancy (as agreed between the individual and relevant services)
- Currently vulnerably accommodated / rough sleeping
- Is a repeat returner to homelessness services having failed to navigate housing pathways in Cambridge on a number of occasions
- Have difficulty in fitting in to supported housing pathways (perhaps due to finding it difficult to share facilities or fit in with hostel systems)
- Locally connected
- Over 18
To: Cambridgeshire and Peterborough Countywide Community Safety Strategic Board  
From: Adrian Chapman – Cambridgeshire County Council, Peterborough City Council  
Date: 10 April 2019  
Title: Think Communities

### 1. BACKGROUND

1.1 At the CSP development day in December, partners received a presentation on the Think Communities approach. Since then, significant and rapid progress has been made towards embedding the principles of Think Communities across the public sector system. This report provides an update on progress and key workstreams, and will be supplemented by a presentation during the Strategic Board meeting.

1.2 The Think Communities approach represents an innovative set of principles and ways of working that the public sector across Cambridgeshire and Peterborough have jointly developed to ensure our citizens are at the heart of our decision making. These principles include the following:

- the shared approach will need to adopt strengths-based principles
- it will need to address the ways in which demand for statutory and sometimes costly services will be prevented or delayed
- it will need to be cognisant of and reflect the role and input of all of our key partners
- it will need to allow a single cross-partnership conversation with communities to convey a shared vision to achieve mutual benefit
- it will need to set out the principles of the participatory approach that will be taken to delivery
- it will need to demonstrate how we will build and sustain trust, transparency and accountability with and between communities and our partners
- it will need to show how we will monitor the impacts of our work, how it will be evaluated, and how we will communicate outcomes to communities and partners
- it will need to show how we will use evidence to inform our planning and decision making

1.3 Think Communities seeks to create a single approach to reforming the way we organise and deliver public services, using the Think Communities principles but with a sharp focus on more effectively managing demand whilst driving up improvements in quality of life and other outcomes.

### 2. MAIN ISSUES

2.1 The Think Communities approach is being developed in close partnership with all of the public sector system across Cambridgeshire and Peterborough. We are also engaging with the voluntary and community sector, most notably via the Support Cambridgeshire contract and Healthwatch.
2.2 The public sector is facing challenging levels of demand for services at a time of reducing budgets, and there is an enthusiastic consensus locally that, by working differently together, we can shape a new delivery model. Collectively, local councils and much of the broader public sector are all seeking to deliver services to and within the same communities, and often to and for the same residents. This is clearly more costly than perhaps it could be, and is often creating complexity and confusion for residents and communities.

2.3 Through the development of Think Communities, there is an agreement that the way we collectively deliver public services needs to be reviewed and updated, with a greater emphasis on place-based service delivery, where there is a deep understanding of the local needs and assets in a community and where the public sector system works collaboratively to resolve often entrenched issues.

2.4 Building community capacity is a shared goal across the public sector. In addition to often delivering better outcomes, it is an underpinning driver to prevent or delay demand into more costly services. Many organisations across the statutory, discretionary and voluntary sector are already doing a great deal to support and encourage community based work across Cambridgeshire and Peterborough which is making an impact. However, more could be done through an alignment of planning and resources at a local and strategic level.

2.5 Some of the challenges that the public sector is facing include:
- An increased number of people accessing the health system with urgent or complex healthcare needs
- A growing and ageing population, with increasing levels of need for social care interventions
- Increasing levels of young people needing to be looked after
- Concerns about increasing levels of victim based crime, resulting in high demand for policing
- Increasing levels of homelessness in some parts of Cambridgeshire and Peterborough, resulting in higher costs for housing services
- Increasing prevalence of mental health issues

2.6 If we are to achieve our aim of delaying and preventing demand and improving outcomes, then a different relationship between the public sector and the public is required. Much of the time, the public sector works in a way that makes sense to the system and not always to the individual. This can result in people no longer taking control of their own situation or not coming together as a community to make their neighbourhood a better place.

2.7 We have spent some time researching the approach other areas have taken to reform their approach to public service delivery, and have been particularly struck by the progress made in Wigan over the last few years. Wigan created a ‘deal’ between the council and the citizen, setting out the commitment the council will make in return for a commitment from the citizen. Sitting behind the deal, Wigan implemented an extensive programme of transformation and reform, starting with the way in which council officers fulfil their role (enabling them to become innovators and to adopt a strengths-based approach), developing comprehensive intelligence about their
communities and the assets within them, and developing a new narrative with communities that supports residents to help themselves and each other as a starting point.

2.8 The outcomes that Wigan have achieved appear impressive. The approach they have taken has enabled them to remove around 25% of their budget over the past five years, and they report the following improvements:
- Wigan has become less deprived (moving from 67th to 85th most deprived area nationally)
- Wigan is the happiest place to live in Greater Manchester
- Wigan Council is the best council to work for nationally
- The council has achieved a 6% reduction in Looked After Children numbers, compared to an average 20-25% increase elsewhere
- The council has increased recycling by 50%
- The council has the only reablement service to be rated as outstanding
- There is less unemployment across the town
- For every £1 invested in community link workers in GP’s, a social return of £10.40 has been made alongside a fiscal return of £3.55

We are in direct discussion with Wigan to better understand the ways in which these outcomes have been calculated, but it is clear that a comprehensive approach to rethinking public service delivery has the potential to achieve good results.

2.9 With this in mind, we are using the strength of and support for the Think Communities approach to reform our approach to and relationship with communities. Our emerging model is based on a place-based approach, with services based within communities of between 30,000 and 50,000 residents. Services based within these communities will meet the evidenced need of the residents living there, and will represent the whole public sector system. Wherever possible, we will seek to co-locate different parts of the system with each other, to improve information sharing and service design and delivery.

2.10 The community size of 30,000 to 50,000 residents aligns to the emerging Primary Care Networks, which are described in the NHS 10 year plan. This plan recognises that a place-based approach to NHS service delivery will deliver better outcomes at the best price, and this very much aligns to our own Think Communities philosophy. By aligning our own communities with those identified as Primary Care Networks we will have coterminous communities receiving services from the most appropriate part of the system, with access to a far broader range of alternatives to statutory interventions where appropriate. This approach also aligns to the emerging social prescribing approach for primary care, where often a community based offer can be far more effective than a medical prescription.

2.11 To drive this approach forward at pace, we have developed eight workstreams, described below.

2.11.1 Strategic Coherence & System Facilitation
To provide the system with the strategic leadership to ensure Think Communities is delivered, and to ensure the public sector works as a single system, with
communities at the heart of place-based delivery.

This will be achieved by:
- Providing strategic advice and setting the framework for Think Communities
- Understanding the issues and barriers, including what does and doesn’t work across Cambridgeshire and Peterborough and working across the system to resolve
- Supporting services and organisations to embed the Think Communities model
- Holding the system to account for delivery
- Providing the system leadership and engagement to drive Think Communities
- Acting as a neutral arbiter across stakeholders, if required

Where will we be in 12 months?
- Effective, meaningful relationships will have been developed and maintained across the system to deliver Think Communities
- The governance, vision and strategy for Think Communities will have been agreed and established
- Senior Responsible Officers will be identified for all the component parts of the approach
- A model for place-based governance will be established, building on the Living Well Partnerships and Community Safety Partnerships model

2.11.2 Communications
To develop new communication platforms that engage our communities and workforce, making it easier to find the right information, and that enable new behaviours that help residents and staff identify and access alternative services. This priority will also seek to develop a Cambridgeshire and Peterborough Deal similar to those agreed in Wigan.

This will be achieved by:
- Ensuring continuous communications to our staff, partners and communities that help develop new skills and behaviours
- Supporting communities to play a greater role in helping to improve local areas and meet local needs
- Making greater use of social media platforms to engage communities and have two way communications

Where will we be in 12 months?
- A Think Communities brand and marketing strategy will be developed – we want everyone (council, public sector partners and communities) to see and recognise the brand and feel the difference that is being made as a result
- A system wide communication and engagement plan will be developed
- A community engagement and consultation plan will be developed
- A staff engagement plan will be developed

2.11.3 Community Engagement
We want communities to be confident, stronger and more resilient through developing a new relationship with the public sector.
### Agenda Item: 7.0

**This will be achieved by:**
- Ensuring the public sector actively engages and listens to local community concerns and priorities
- Enabling the public sector to provide the environment to allow civic engagement and community action to thrive through toolkits and support
- Making investment into community based activity
- Tackling issues that threaten to destabilise communities

**Where will we be in 12 months?**
- Community assets in each community will be identified and understood, including physical and people assets as well as services
- A series of community and stakeholder engagement events will be held in each community area
- The requirements for an online community toolkit to provide advice and support for developing communities will be agreed

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**2.11.4 Data and Intelligence**

To ensure that data and intelligence is shared between public sector organisations and the public leading to effective and integrated service delivery.

**This will be achieved by:**
- Understanding barriers to data sharing and putting in place effective governance procedures to resolve
- Using data to better understand our places and communities, and to inform service delivery
- Developing a single view of a place, bringing together data and intelligence from the public sector and communities

**Where will we be in 12 months?**
- Data governance will have been reviewed and agreed across the system, and information sharing protocols will be in place
- We will have identified and put into place sufficient resource to manage data requirements across Think Communities
- We will have an embedded culture of data sharing across the system - finding reasons to say yes, not no
- A shared data platform will be identified that can allow for any partner to use and access data
- Community profiles containing information about assets, the population, service demand, public sector spend, and key performance indicators, will be in place

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**2.11.5 Estates and Buildings**

To develop a joined up approach to the use of public assets that enables opportunities for shared service delivery and maximises community contact. Further, to develop greater community use of publicly owned buildings.

**This will be achieved by:**
- Achieving greater access to public buildings for all public sector workers to enable agile working
- Providing greater access to public buildings for community use, especially at
evenings and weekends
- Empowering communities to manage publicly owned buildings through a community asset transfer, where appropriate

Where will we be in 12 months?
- Co-location opportunities will be identified across the system

2.11.6 Funding and Resources
Funding will be aligned between partners where there is a clear common agenda and shared outcomes. Partners may invest in the Think Communities model through staff, buildings and resources.

This will be achieved by:
- The effective coordination of bids to fund discrete pieces of work within communities and work across the system to maximise resources, including the public estate, staffing, technology and investment
- Developing a shared understanding of public sector spend in each of our communities, so that we can better deploy this investment and bend it more effectively to evidenced need

Where will we be in 12 months?
- Longer term system resource requirements will be identified
- We will have identified where system funding can be aligned to deliver Think Communities outcomes
- Through our area profile work, we will begin to understand the breadth and value of public sector spend in our communities

2.11.7 Technology and Digital
Services will be transformed through the use of new technology. Communities will be engaged with and supportive of new technology that affects them.

This will be achieved by:
- Growing digital skills amongst our citizens and communities to take full advantage of technological benefits
- Increasing the number of shared digital platforms across the public sector and using these to integrate services
- Developing single customer records, particularly for children and families
- Using new technology to support residents to be independent and in control
- Technology solutions will be considered across the system before they are procured

Where will we be in 12 months?
- A cross-sector digital solution will be developed that allows the public to report issues e.g. environmental, safeguarding
- Existing digital systems and platforms will be audited across the system, leading to exploration of where these can be rationalised to lead to a common solution

2.11.8 Workforce Reform
To transform and engage our workforce to deliver Think Communities outcomes.
This will be achieved by:

- Developing new skills and core behaviours
- ‘Unlearning’ traditional ways of working
- Listening to and understanding our communities
- Enabling our staff to work in a ‘less permission, more innovation’ environment
- Blurring organisational boundaries where appropriate, lawful and safe to do so

Where will we be in 12 months?

- An immersive workforce development programme will have been developed to encourage new skills and behaviours as per the model ‘21st century public servant’ ambition
- We will have started to engage and consult with our workforce to embed new behaviours
- We will have reviewed the staff appraisal and supervision process to ensure that Think Communities principles are embedded
- Agile working will be extended into the wider public sector by, for example, allowing greater access to buildings
- Locality based working will start to be introduced, with our staff understanding the role of working within a community

2.12 The work we are developing on Think Communities is broad and strategic, and there are a number of more specific projects and programmes that in some way aim to achieve similar outcomes. We have worked hard to ensure we are, as a minimum, aligned to these other initiatives and, where appropriate, that Think Communities can provide direct support (for example, through cultural change, communications, or data sharing). Examples include (but are not limited to):

- CCC’s Cambs 2020 Spokes workstream
- Continued development of the library service
- Adults Positive Challenge Programme
- One Public Estate
- Sustainability and Transformation Partnership (STP) Integrated Neighbourhoods workstream
- Community Safety governance review
- Living Well Partnerships review
- Local Councils Development Plan
- Existing place-based programmes including Wisbech 2020

2.13 It will be important to be able to identify the impacts that the Think Communities approach is having on our communities and the public sector system. The approach we are developing is largely an enabling one – supporting, for example, the achievement of savings and improved outcomes in the aligned projects and programmes described above. However, it is also likely that a bespoke set of performance indicators will be developed to ensure transparency and accountability, and colleagues are asked to comment on this approach and, if appropriate, to suggest the key aspects of delivery that they would benefit from receiving regular updates on.
Cambridgeshire and Peterborough
Countywide Community Safety Strategic Board

To: Cambridgeshire and Peterborough Countywide Community Safety Strategic Board
From: Deputy Police and Crime Commissioner Ray Bisby
Date: 10 April 2019
Title: Cambridge and Peterborough Road Safety Partnership – developing the partnership

1 Purpose

1.1 The purpose of this report is to update the Countywide Community Safety Strategic Board (“the Board”) on the current operation of the Cambridgeshire and Peterborough Road Safety Partnership (CPRSP).

2 Recommendation

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

3 Context

3.1 CPRSP’s vision is to prevent all road deaths across Cambridgeshire and Peterborough and to significantly reduce the severity of injuries and subsequent costs and social impacts from road traffic collisions. CPRSP works towards this vision through delivery of an ongoing programme of activity in support of national and local key themes and campaigns.

3.2 CPRSP meets at both a strategic governance and a tactical level. Ray Bisby, Deputy Police and Crime Commissioner (DPCC) and Chair of the Strategic Governance meeting has continued working closely with key CPRSP Board members to progress the work of the partnership.

3.3 The Road Safety Strategic Governance Board next meets on Thursday 18th April 2019. The draft agenda is attached in appendix 1.

4 Key focus

4.1 CPRSP recognises in order to achieve its vision, it must utilise the strengths of its partners, responding in the short, medium and long term to road safety issues, using a range of education, engineering, and enforcement interventions.

4.2 CPRSP has been developing an action plan for 2019/20. A draft will be brought to the April CPRSP Strategic Governance meeting, with the aim of securing endorsement from all partners.

4.3 To complement the short term action plan, CPRSP have given significant focus to agreeing a process to implement a long term strategic framework that provides focus, but also flexibility to CPRSP in tackling road safety issues.

4.4 Throughout this time, the CPRSP Tactical Group has continued to work to the partnerships existing action plan delivery key projects including the Targeting Road Injury Prevention (TRIP) research project, Drive iQ, “I’m Des”, and risk-based road treatment.
4.5 Many of the projects delivered through the Road Safety Partnership are funded through bids to the Police and Crime Commissioner’s Casualty Reduction Fund. The Commissioner is keen to continue support for Road Safety Initiatives and is developing a longer term financial strategy for the Casualty Reduction Fund, which will provide resilience and opportunity for CPRSP and key partner organisations working to improve Road Safety in Cambridgeshire and Peterborough.

4.6 The Commissioner has also awarded funding from the Casualty Reduction Fund to initiatives that are supported by CPRSP, but not directly delivered by the CPRSP. For example, in 2018/19 the Commissioner granted funding to Community Speedwatch, allowing for growth in the number of schemes, and ultimately giving the community the tools to take action on issues that matter to them.

5 Next steps

5.1 The CPRSP Strategic Governance meeting will sit on the 18th April, and will continue to meet quarterly thereafter.

5.2 Partners recognise the CPRSP is operating within an area of complexity in regard to leadership, governance, data, use of resources and accountability.

5.3 The DPCC took on the role of Chair in the short term, in order provide support to CPRSP and ensure, that in line with the Countywide Community Safety Agreement, is was able to maintain an effective model of collective leadership and delivery.

5.4 With a short term action plan, and a process for delivering a long term strategic framework soon to be in place, it is important that the leadership of the Strategic Governance meeting returns to the organisations that make up its core membership.

6 Recommendation

6.1 The Board is recommended to note the contents of the report.
# Agenda

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<td>1.</td>
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<td>2.</td>
<td>Minutes of last meeting</td>
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<td>3.</td>
<td>Action log</td>
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<td>6.</td>
<td>Process to develop long term strategic framework</td>
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<td>7.</td>
<td>Working with schools</td>
<td>Val Thomas / Everyone Health</td>
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<td>8.</td>
<td>Progress with digitalisation of Safety Cameras</td>
<td>Matt Staton</td>
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<td>9.</td>
<td>Procurement of driver awareness training</td>
<td>BCH procurement team</td>
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<td>10.</td>
<td>Casualty reduction fund.</td>
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<td>11.</td>
<td>Agenda Planning for future meetings</td>
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<td>12.</td>
<td>Dates of future meetings</td>
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### Quarterly Report (April/ 2019):

<table>
<thead>
<tr>
<th>Crisis Care Concordat MH Delivery Board</th>
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<tr>
<td>Chair: Co-chaired by Cambridgeshire Constabulary, CCG, Local Authority &amp; CPSL MIND</td>
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<td>Vice Chair: N/A</td>
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### Objectives of Countywide Delivery Group

The overall aim of the CCC MH Delivery Board is to oversee the implementation of the Crisis Care Concordat Action Plan with specific emphasis on securing delivery of improved outcomes for people in mental health crisis at a local level.

The Board oversees an ambitious, but realistic, series of initiatives to transform crisis care services across Cambridgeshire and Peterborough, ensuring that organisations work together collaboratively to address the challenges and deliver the solutions. The Board will also ensure that the work undertaken by all partner organisations is well aligned to avoid duplication and increase efficiency.

### Generic update

A document entitled, ‘Working Together for Mental Health in Cambridgeshire and Peterborough’ sets out the key priorities and next steps for our health and care system to achieve the aspirations of the ‘Five Year Forward View for Mental Health’, a national strategy.

The Crisis Care Concordat MH Delivery Group, at a tactical level, has developed a comprehensive action plan which sets out work undertaken or still being progressed locally to deliver the priorities and next steps as articulated within the afore-mentioned document. The action plan covers five key areas of crisis care; namely - commissioning, support, access, quality treatment and recovery.

The Crisis Care Concordat Action plan is supported by continuously reviewed and refreshed implementation plan that includes the finer detail of all different initiatives and projects. Whilst the Crisis Care Concordat MH Delivery Group provide regular updates such as this one to the Countywide Strategic Community Safety Strategic Partnership, as set out within the group’s terms of reference, the group also reports up to the Care Advisory Group and thereafter the Health and Care Executive.

An All Age Mental Health Group, titled – STP MH Delivery Group is now fully established (TOR attached below) and provides mental health strategic oversight to mental health delivery, locally. The group uses a Mental Health Five-Year Forward View (MH 5YFV) Dashboard to provide oversight and scrutiny to mental health delivery and the membership of the group includes the chairs of all the delivery boards (refer to slides below), the STP MH lead and senior leads (e.g., Heads of Service and Directors) from agencies such as the CCG, police, CPFT, local authorities as well as representatives from voluntary organisations and patients’ / carers’ groups.
**Agenda item: 9.0**

### Key Points to raise to the Board

- Excellent progress is being made with implementation of the Crisis Care Concordat action plan. The CCC MH Delivery Board meeting is well attended and provide an effective forum for the resolution of complex issues.
- On 7 January, the NHS long-term plan was published setting out key ambitions for the service over the next 10 years. For the mental health crisis care services the plan signals an extension of commitments in the Five year forward view for mental health beyond 2020/21 to 2023/24. It aims to create a more comprehensive service system - with a single point of access for adults and children and 24/7 support with appropriate responses across NHS 111, ambulance and A&E services. It also highlights the need for capital investment, as identified by a recent review of the Mental Health Act, to ensure suitable therapeutic environments for inpatients.
- Work continuous to further fine tune our FRS model and options are being continuously explored with the system partners on how to create a sustainable solution that meets the needs of the local population.
- An agreement has been made to continue to commission the extended liaison psychiatry services at CUH and PCH in 2019/20 - taking into account the evaluation, national policy, NHSE expectations and quality/safety for MH patients seen in ED.
- All Cambridgeshire and Peterborough Crisis Care Concordat partners have now formally signed-off the Management of the MH Crisis Interagency Agreement that sets the standard to ensure compliance with relevant legislation, national guidance and other sources of standards and incorporates amendments to Mental Health Act 1983 made by the Policing and Crime Act 2017. Compliance monitored via monthly MH Law Ops group meetings.
- Crisis Care Concordat partners have endorsed the implementation of the 12 months pilot of the innovative IT platform called S12 Solutions that aims to make the Mental Health Act Assessment set-up quicker and therefore improve service user and staff experience and outcomes. The solution that is a part of the NHS Innovation Accelerator will be implemented imminently with a planned launch in mid-May.

### Items to be added to the CCSSB Risk Register

- N/A

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<thead>
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## Quarterly Updates on Delivery Group Plans and Actions

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<th>Strategic assessment</th>
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<td>Joint strategic plan</td>
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<td>CCC Implementation Plan</td>
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Agenda item: 9.0
Quarterly Report March 2019

Cambridgeshire Criminal Justice Board Offender Sub-Group

Chair: Matthew Ryder (National Probation Service)
Vice Chair: Joe Curphey (CRC)

Objectives of Countywide Delivery Group*

- To understand current and future needs of offending prevention and management through the commissioning of joint offender needs assessments;
- To develop and maintain a local partnership strategy for the management and rehabilitation of offenders, with an associated annual action plan;
- Actively engage in identifying options to further improve offender facing services and monitoring the implementation of system wide solutions to meet offender needs and promote opportunities for rehabilitation; in addition, to identify and problem solve risks in the system whilst escalating these to the CJB and/or Countywide Community Safety Board.
- Monitoring the progress and delivery of the actions and outcomes set in the offender action plan with a view to ensuring a joined-up approach to reducing re-offending

*These objectives were re-freshed in November 2018 during a re-focusing exercise.

Key information to raise to the Board

The group will continue to keep the core ‘Offender Pathways’ framework as central to all its work and priorities. This will underpin the development of plans to meet offender need and give all offenders opportunities to address their criminality and lead law abiding lives. The group will have an overall aim to make sure that effective pathways into treatment and support exist for offenders at all relevant stages in the criminal justice system, including at the point of arrest, the imposition of community sentences at court and following release from prison.

The main pathways that will be central to the work of the offender sub group are as follows:

- Accommodation
- Education, employment and training (ETE)
- Health
- Drugs and alcohol
- Finance, debt and benefit
- Children and Families

Requested actions by responsible authorities/board chairs

To use the offender pathways as the framework for future action by the sub-group. This will be ongoing and subject to review during 2019.
| Agenda item: 9.0 |  
|---|---|
| **Attitudes, thinking and behaviour** |  
| The ToR for the group have been revised and approved by the full group. These remain subject to annual review and/or updating, as appropriate. These are attached for ease of reference. | No further action required at this point in the year. Review scheduled for autumn 2019. |
| Adoption of action plan for 2018-20 (see attached). This still under development and may need more refining as we go through the year. | This was approved by the sub-group in December 2018 and will be developed further over the coming months. Key areas to address in the next year include: - tackling substance misuse; meeting the needs of women offenders with mental health needs, and; offender accommodation. Areas to highlight include: -

In terms of substance misuse, the group has developed close working links with the Cambridgeshire substance misuse delivery board and the latter is rolling out an action plan to improve and increase access to drug and alcohol treatment and testing within the criminal justice system. There has been constructive engagement with commissioners, the local treatment provider (CGL) and the Liaison & Diversion scheme working in police custody suites and in court. This ‘joined up’ approach has led to an increase in drug rehabilitation requirements (DRRs) made in court. This work is ongoing and one of the next priorities is to increase the use of the alcohol treatment requirement by local courts. The offender sub-group is advising on this action plan.

The offender sub-group is also supporting work commissioned by the substance misuse delivery board to bring partners together to improve continuity of care as offenders with treatment needs are released from Peterborough prison.

The group is supporting local initiatives to improve provision for women offenders with complex needs. A project group involving NPS, the CRC, Health and the OPPC’s office has been established to pilot mental health treatment requirements (MHTRs) for women convicted at court who have severe and enduring mental health needs. The aim of this pilot is to reduce the use of short sentences, reduce reoffending and improve health and social outcomes for this cohort of offenders. |
The group continues to develop closer links with Trailblazers Housing project and supporting offender accommodation initiatives. A new protocol to develop and enhance pathways into suitable accommodation has been established and will be reviewed over the next few months.

Housing or re-housing offenders assessed as posing a high risk of harm to others on release from prison continues to be a challenge and there is continuing dialogue with local authority housing authorities.

There is work starting with DWP to further improve access to ETE and provide additional support to vulnerable offenders with complex needs.

<table>
<thead>
<tr>
<th>Items to be added to the CCSSB Risk Register</th>
<th>Requested actions by responsible authorities/board chairs</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Ongoing risks relating to limited options for re-housing high risk offenders on release from prison.</td>
<td>• To request support from the County wide community safety strategy group to engage with housing providers to improve access to suitable housing for this high-risk group.</td>
</tr>
</tbody>
</table>

### Plans, actions and performance

**TOR**

TO: CCJB Offender Group

TOR 2018.doc

**Strategic assessment**

**Joint strategic plan**

**Partnership delivery plan**

TO: CCJB Offender Sub Group DRAFT delivery

### Performance information

### Additional commentary on plans, actions and performance:

A further update must await the next county wide strategy group.
**Quarterly Report (March 2019):**

<table>
<thead>
<tr>
<th>Objectives of Countywide Delivery Group</th>
<th>Drugs and Alcohol Delivery Group</th>
</tr>
</thead>
<tbody>
<tr>
<td>• To strategically co-ordinate the delivery of the multi-agency response to drug and alcohol misuse within Cambridgeshire and Peterborough by bringing together key agencies with responsibility for addressing different aspects of substance misuse and its impacts.</td>
<td></td>
</tr>
<tr>
<td>• To focus on the multi-agency approach to tackling substance misuse through prevention, early intervention, effective treatment, harm reduction, recovery and re-integration.</td>
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</tr>
<tr>
<td>• To set out a joint Drug and alcohol strategy for Cambridgeshire and Peterborough reflective of national and local strategies and evidenced by local need.</td>
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</table>

**Key Points to raise to the Board**

<table>
<thead>
<tr>
<th>Requested actions by responsible authorities/board chairs</th>
</tr>
</thead>
<tbody>
<tr>
<td>• The Drug and alcohol misuse Delivery group undertook a review of all 5 action plans (see below)</td>
</tr>
<tr>
<td>1. Prioritising early help interventions to children, young people and families most at risk of substance misuse</td>
</tr>
<tr>
<td>2. Reducing drug related deaths and implementing the recommendations of the drug related deaths review</td>
</tr>
<tr>
<td>3. Improving take up and outcomes by addressing barriers across</td>
</tr>
<tr>
<td>a. Housing and homelessness</td>
</tr>
<tr>
<td>b. Education employment and training</td>
</tr>
<tr>
<td>c. Mental health pathways (co-occurring/dual diagnosis)</td>
</tr>
</tbody>
</table>

| To monitor the action plans on a quarterly basis to ensure work streams are progressing. |
| To monitor the rollout over the next few months |

| Key developments include; the agreement to start distributing naloxone kits to individuals released from Peterborough Prison, delivery of county lines training to DWP staff, Closer working between Early help (children’s) and specialist treatment services, strengthened treatment pathways for offenders in the community. |
| The Delivery Board received feedback on the new CGL treatment service that went live on the 1st October, 2018. Key areas of development have included the launch of the new health outreach van, increased co-location to build and maximise partnership working, a dedicated countywide criminal justice team and building a stronger recovery service which has already seen the recruitment of a significant number of new volunteers. |
- Capital funding bids from Cambridgeshire and Peterborough were submitted in January 2019 to Public health England to improve access to alcohol misuse treatment. The Peterborough funding bid was successful which will enable CGL – ASPIRE to purchase a bespoke, multi-purpose vehicle to increase provision to high risk and hard to engage groups.
- The Delivery Board were made aware of Safer Peterborough Partnership’s (SPP) new priorities which include drug dealing and street working/sexual exploitation. Key partners on the delivery group will support the focus work and be linked into associated task and finish groups.

<table>
<thead>
<tr>
<th>Items to be added to the CCSSB Risk Register</th>
<th>Requested actions by responsible authorities/board chairs</th>
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<tr>
<td>n/a</td>
<td>n/a</td>
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### Plans, Actions & Performance

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<tr>
<td></td>
<td>Strategic assessment</td>
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<td>Joint strategic plan</td>
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<td></td>
<td>Partnership delivery plan</td>
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<td></td>
<td>Performance Information</td>
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</tbody>
</table>

To recognise the work of partners to secure this funding and monitor the progress of this enhanced outreach facility.

Members of the Substance misuse delivery group to support the work undertaken by SPP.
Quarterly Report : APRIL 2019

**Joint Youth Justice Management Board**

<table>
<thead>
<tr>
<th>Chair: Dan Vajzovic</th>
<th>Vice Chair: Sarah Ferguson</th>
</tr>
</thead>
</table>

### Objectives of Youth Justice Management Board

- To increase young people known to YOS engagement in ETE and reduce the number of young people who are NEET/ Missing from Education
- To ensure young people have effective transitions and support to move from young people’s to adult facing services
- To ensure that health and social care services are integrated with youth justice and that young people have access to services that promote and improve their health, well-being and life chances
- To implement a partnership response to reoffending data and set priorities for reducing the number of young people who reoffend
- Develop a partnership wide Prevention Strategy to reduce the number of young people entering the youth justice system and going on to be adult offenders
- To ensure that there are robust partnership arrangements to prevent custodial sentences/remands and facilitate effective post custody resettlement
- To ensure that the partnership is responding to the complex cohort of exploited children by identifying young people, safeguarding them and bring perpetrators to justice

### Key information to raise to the Board

- New HMIP Framework launched end April 2018. Both Cambridgeshire and Peterborough have completed a self-assessments that assesses governance/partnership and case quality. Joint action plan has been completed and will be reviewed monthly. Monthly case audits to be conducted by managers. Weakness around quality of Asset Plus and case practice in Peterborough identified in self-assessment and responded to in action plan. Improvements also required in Cambridgeshire out of court practice. Evidence Library being developed by CCC and PCC YOS. Improved commitment and attendance at Board from Education required to ensure a satisfactory or above rating for organisational delivery. An interim representative has been identified to cover during a recruitment process for a new Assistant Director in Education Services.

### Requested actions by responsible authorities/board chairs

- More senior Education representation at Board to be confirmed for both LA areas by May 19 Board.
- HMIP Self-Assessment and Action Plan to be monitored by Board and LA Ofsted prep groups. Continuous Audit improvement process
### Agenda item: 9.0

- **High numbers of children missing from Education in Peterborough identified through new data/performance reporting**
  - Report back to next board detail on explanations for children missing from education and plans/actions in place to improve
  - Partner Children Missing from Education Group implemented

- **Review of YOT Psychology Service and resources across Cambridgeshire and Peterborough with development of a clinical resource across both local authorities to include the Targeted Youth Support Service in Peterborough.**
  - Recommissioning process in place with CCG and CPFT around YOS TYSS psychology structure and Resource

- **Cambridgeshire and Peterborough Decriminalisation of Children in Care Policy under development with partners and actioned through Board**
  - Lead police rep to action and currently under development
  - Children in Care audit presented at next Board in April 19

- **Concerns and risks associated with increasing presentation of Child Criminal Exploitation in Cambridgeshire and Peterborough**
  - Analysis of progress, challenges and gaps with Criminal Exploitation across the partnership to be presented at next board.

#### Items to be added to the CCSSB Risk Register

<table>
<thead>
<tr>
<th>Items to be added to the CCSSB Risk Register</th>
<th>Requested actions by responsible authorities/board chairs</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>HMIP inspection performance in Peterborough against Court Disposals and Out of Court Disposals. Performance against Out of Court Disposals in Cambridgeshire.</strong></td>
<td><strong>HMIP Self- Assessment and Action Plan to be monitored by Board and LA Ofsted prep groups. Continuous Audit improvement process</strong></td>
</tr>
<tr>
<td><strong>Significant YOS Psychology vacancies. Consultation and review of YOS Psychology Resources.</strong></td>
<td><strong>Review of psychology structure and resource. Consultation for current post holders and service</strong></td>
</tr>
<tr>
<td><strong>MOJ and YJB to review Youth Justice funding formula in 2020. To be discussed at April 2019 Board</strong></td>
<td></td>
</tr>
<tr>
<td><strong>Confirmation of Effective Practice Grant and Remand grants for 2019/20 not confirmed</strong></td>
<td><strong>Chair to write to Director of Operations at YJB</strong></td>
</tr>
</tbody>
</table>

#### Plans, actions and performance

<table>
<thead>
<tr>
<th>Plans, actions and performance</th>
<th>Confirmed July 2018</th>
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</thead>
<tbody>
<tr>
<td>TOR</td>
<td>Confirmed July 2018</td>
</tr>
<tr>
<td>Strategic assessment</td>
<td>HMIP Self Assessment – Reviewed Oct 2018</td>
</tr>
<tr>
<td>Joint strategic plan</td>
<td>2018/19 Youth Justice Plan – Signed off July 2018</td>
</tr>
<tr>
<td>Partnership delivery plan</td>
<td>HMIP Action Plan – Reviewed Jan 2019</td>
</tr>
<tr>
<td>Performance information</td>
<td>Joint Cambridgeshire and Peterborough Performance Report provided quarterly with new targets set in Oct 2018. Peterborough Education data provided to Board Jan 19.</td>
</tr>
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</table>

**Additional commentary on plans, actions and performance:**
- Re-offending has reduced in both areas against National Indicator (2 year old cohort data). Live Re-offending tracker on active cohort shows re-offending is significantly lower than National Indicator annual cohort performance.
- Custody levels showing increase in both areas, in line with national average and stat neighbours.
- First Time Entrant performance in Peterborough and Cambridgeshire are very low for last quarter and needs monitoring in respect of detections.
### Quarterly Report (April 2019)

<table>
<thead>
<tr>
<th>Chair: Detective Superintendent Rebecca Tipping</th>
<th>Vice Chair: Rob Hill</th>
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</thead>
</table>

#### Organised Crime & Modern Slavery

**Objectives of Countywide Delivery Group**
- To co-ordinate and support the delivery of the multi-agency response to Modern Slavery and Organised Crime within Cambridgeshire and Peterborough by bringing together managers from partner agencies identified as key influencers in tackling and preventing these crime types

<table>
<thead>
<tr>
<th>Key Points to raise to the Board</th>
<th>Requested actions by responsible authorities/board chairs</th>
</tr>
</thead>
<tbody>
<tr>
<td>• New 4P’s Modern Slavery Strategy (on a page) has been compiled against 4 pillars of PCC Plan to more closely align police and partnership working</td>
<td>• For information</td>
</tr>
<tr>
<td>• Annual force Serious Organised Crime Local Profile (SOCLP) due for completion in May will provide the group with an updated threat picture from a range of organised crime types including Modern Slavery with recommendations around ways to tackle placing a clear emphasis on partnership response</td>
<td>• For Information</td>
</tr>
<tr>
<td>• A review is being carried out to assess completion and effectiveness of training delivered to staff across the partnership through funding provided by the Home Office. Initial assessment suggests partners would benefit from further training including force CoP Modern Slavery package and support to local initiatives</td>
<td>• For Information</td>
</tr>
<tr>
<td>• Key priority for the group is to develop a consistent countywide partnership response against the delivery plan building and learning from areas of good practise nationally, regionally and locally including Fenland and Cambridge City.</td>
<td>• For information</td>
</tr>
</tbody>
</table>
| • CSP will be asked to provide specific support in the following areas:  
  - Partnership response to SOCLP  
  - Local activity and national initiatives to tackle Modern Slavery and Organised Crime  
  - Identification of reception centres to be used for spontaneous incidents | • For information |
### Agenda item: 9.0

- Partnership visits to identified HMOs

<table>
<thead>
<tr>
<th>Items to be added to the CCSSB Risk Register</th>
<th>Requested actions by responsible authorities/board chairs</th>
</tr>
</thead>
<tbody>
<tr>
<td>N/A</td>
<td>N/A</td>
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</table>

#### Quarterly Updates on Delivery Group Plans and Actions

<table>
<thead>
<tr>
<th>TOR</th>
<th>Action tracker</th>
</tr>
</thead>
<tbody>
<tr>
<td>Strategic Assessment</td>
<td>Awaiting completion of annual SOCLP</td>
</tr>
<tr>
<td>Joint Strategic Plan</td>
<td>Action tracker</td>
</tr>
<tr>
<td>Modern Slavery Strategy</td>
<td>Modern Slaver</td>
</tr>
<tr>
<td>Partnership Delivery Plan</td>
<td>Under Review - completion pending release of SOCLP and agreed partnership response</td>
</tr>
</tbody>
</table>
### Objectives of Countywide Delivery Group

- **Understanding** the needs of domestic abuse and sexual violence victims through the commissioning of single needs assessments and promoting early intervention and prevention work.
- Monitoring the progress and delivery of the actions and outcomes set in the action plan to ensure a joined up approach to tackling DA and SV within agencies (Do). This will include creating a single outcome-based performance framework which includes available data from key agencies.
- Challenging under performance in a constructive and supportive manner.
- Routinely reviewing the work being delivered to ensure it meets national and local best practice and delivering against the outcomes. This may include jointly commissioning, re-commissioning or de-commissioning services to ensure an equitable countywide offer. It will include reviewing the totality of services delivered (including the SARC, countywide support service for victims of sexual violence and countywide support for victims of domestic abuse) to ensure they address the impact of domestic abuse and sexual violence particularly in families with children.

### Key information to raise to the Board

- The Partnership bid with Standing Together to MHCLG was successful and will result in work totalling £700k, which will include 7 outreach workers and funding of the Bobby cheme for a year, as well as the continuation of DAHA, work with private landlords and additional work to develop our response to perpetrators. One of the DASV Partnership Managers, Vickie Crompton, is undertaking a secondment to Standing Together until March 2020 to project manage this work.
- The Partnership have also been successful in a bid for £898K to the Home Office to support children who have experienced domestic abuse – this will fund counselling for younger children, support for mothers and their children, group work, young people’s IDVAs and support for children throughout the CJS where they have witnessed/experienced domestic abuse.
- Peterborough City Council have been successful in a bid to the MHCLG Integrated Community Strategy fund to develop DASV community champions. This project will build on the Ask Me project that

### Requested actions by responsible authorities/board chairs

- Information
Cambridge Women’s Aid are starting to deliver and enable this to be extended across the whole county.

- Domestic Homicide Reviews – these are the responsibility of the CSP and the statutory partners – Police, County Councils, District Councils, Fire and Rescue, CCG
- There is a duty to carry out DHRs for victims who have been the victim in an abusive relationship and have committed suicide
- Currently there are 4 suicides and 3 homicides to be reviewed. There is currently no funding identified in order to carry some of these out. The cost of a DHR is approximately £8-10k
- A proposal has been taken to countywide CCSSB that an initial joint meeting is held to decide if a SAR or DHR would be most appropriate in cases where it may not be clear (such as a suicide). A flowchart has been developed to describe this process.

- Statutory Partners need to agree how they can fund DHRs across Cambs and Peterborough and the CSP Chairs have been invited to meet to consider this.

- CCC are reviewing the resources they allocate to DASV to ensure these are utilised as effectively as possible to secure the best outcomes for children and vulnerable adults, and consider alternative delivery models.
- The review is being undertaken in two phases, and is being overseen by the Domestic Abuse and Sexual Violence Delivery Board. Phase 1 considered with whom and where we need to intervene to have the most impact, and as a consequence improve outcomes for the most vulnerable and reduce demand on services.
- Phase Two of the review will consider the potential impact of any proposed changes and assess the current spend of dedicated resource across the partnership. Phase two takes a more fundamental look at how public sector resources are working to make an impact in DASV and if any wider public sector reform is needed. This will run from March – September 2019.

- Partners will be asked to contribute to phase 2 of the process to consider the impact of any possible changes on other services and whether wider public sector reform is needed.
The Countywide sexual violence support service will be recommissioned during 2019/20 through the OPCC.

DA Champion workshops continue quarterly with April 2019 sessions focusing on sexual violence.

It is requested that all partners identify domestic abuse champions for their organisations across the county.

Provision of funding for Domestic Homicide Reviews

To consider how these will be funded by statutory partners.

#### Plans, actions and performance

<table>
<thead>
<tr>
<th>TOR</th>
<th>Completed: Yes</th>
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</thead>
<tbody>
<tr>
<td>Strategic assessment</td>
<td>Completed: 30 June 2017</td>
</tr>
<tr>
<td>Joint strategic plan</td>
<td>Completed: September 2017</td>
</tr>
<tr>
<td>Partnership delivery plan</td>
<td>Completed: October 2017</td>
</tr>
<tr>
<td>Performance information</td>
<td>A single performance matrix is being developed across Cambridgeshire and Peterborough and will be circulated quarterly.</td>
</tr>
</tbody>
</table>

**Additional commentary on plans, actions and performance:**

The action plan is an evolving document, which is taken forward by the DASV Operational Group. CSPs are invited to attend this group and feed in. A quarterly report is produced for the CSPs on DASV.

All specialist services will be expected to use an outcomes framework which reflects the expectations of the Ministry of Justice and Victim’s Code Outcomes.
<table>
<thead>
<tr>
<th>Quarterly Report April 2019)</th>
<th>Cambridgeshire and Peterborough Road Safety Partnership</th>
</tr>
</thead>
<tbody>
<tr>
<td>Chair: Ray Bisby</td>
<td>Vice Chair: n/a</td>
</tr>
<tr>
<td>Substantive Report on Agenda. Update to follow after April 18th Board meeting</td>
<td></td>
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</tbody>
</table>

<table>
<thead>
<tr>
<th>Quarterly Report April 2019)</th>
<th>Child Criminal Exploitation Delivery Group</th>
</tr>
</thead>
<tbody>
<tr>
<td>Chair: Det. Supt. Laura Koscikiewicz</td>
<td>Vice Chair: n/a</td>
</tr>
<tr>
<td>Recent change in chair of group. Written update to following groups first meeting with new leadership</td>
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<thead>
<tr>
<th>Quarterly Report April 2019)</th>
<th>PREVENT Delivery Board</th>
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</thead>
<tbody>
<tr>
<td>T/ Chair: Insp. Keren Pope</td>
<td>Vice Chair:</td>
</tr>
<tr>
<td>Report to follow. Interim Chair Identified and report request to be made.</td>
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</table>
Cambridgeshire and Peterborough
Countywide Community Safety Strategic Board

<table>
<thead>
<tr>
<th>To:</th>
<th>Cambridgeshire and Peterborough Countywide Community Safety Strategic Board</th>
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</thead>
<tbody>
<tr>
<td>From:</td>
<td>Office of the Police and Crime Commissioner</td>
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<tr>
<td>Date:</td>
<td>10 April 2019</td>
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<tr>
<td>Title</td>
<td>Future meeting dates and the future agenda plan</td>
</tr>
</tbody>
</table>

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:

- Wednesday 10th July 2019, 13:30 – 15:30
- Wednesday 23rd October 2019, 13:30 – 15:30
- Tuesday 21st January 2020, 13:00 – 15:00
- 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.
<table>
<thead>
<tr>
<th>Items</th>
<th>2019/20 Meetings</th>
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<tbody>
<tr>
<td></td>
<td>Wednesday 10\textsuperscript{th} July 2019</td>
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<td>Wednesday 23\textsuperscript{rd} October 2019</td>
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<tr>
<td></td>
<td>Tuesday 21\textsuperscript{st} January 2020</td>
</tr>
<tr>
<td>1 – Introductions</td>
<td>Standing item</td>
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<tr>
<td>2 – Minutes &amp; actions</td>
<td>Standing item</td>
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<tr>
<td>3 – Delivery Group Focus</td>
<td>PREVENT</td>
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<td>Drug &amp; Alcohol Misuse</td>
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<td>Road Safety</td>
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<tr>
<td>4 – Delivery Group Focus</td>
<td>CCJB – Offender sub-Group</td>
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<td>Mental Health</td>
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<td>Organised Crime &amp; Modern Slavery</td>
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<tr>
<td>5 – Delivery Group / CSP Focus</td>
<td>Joint Youth Justice Management Board</td>
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<td>Huntingdonshire</td>
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<td>Fenland</td>
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<td>6 – CSP focus</td>
<td>Peterborough</td>
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<td>Community Safety Agreement 2021 – 2024</td>
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<td>East Cambs</td>
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<td>7 – Prevention focus</td>
<td>Community Resilience</td>
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<td>Early Help</td>
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<td>8 – Open item</td>
<td>Homelessness</td>
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<td>9 – Open item</td>
<td></td>
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</table>