

## Combined meeting of the Health and Wellbeing Board, and Surrey Heartlands Integrated Care Partnership (ICP) - Formal (public)

### 1. Reference Information

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Paper tracking information	
<b>Title:</b>	<b>Enabling stronger Community Safety Leadership and Governance</b>
<b>HWBS/Surrey Heartlands IC Strategy priority populations:</b>	All
<b>Assessed Need including link to HWBS Priority - 1, 2 and/or 3/IC Strategy Ambition 1 and/or 2:</b>	HWBS Priority 3: Supporting people to reach their potential by addressing the wider determinants of health (Integrated Care Strategy Ambition 1: Prevention)
<b>HWBS or IC Strategy Outcome(s):</b>	HWBS Priority 3: <ul style="list-style-type: none"> <li>• Outcome: People are safe and feel safe</li> </ul>
<b>HWBS system capabilities/IC Strategy Ambition 3 enablers:</b>	<ul style="list-style-type: none"> <li>• Clear governance</li> </ul>
<b>HWBS/IC Strategy Principles for Working with Communities:</b>	<ul style="list-style-type: none"> <li>• Community capacity building: 'Building trust and relationships'</li> </ul>
<b>Interventions for reducing health inequalities:</b>	<ul style="list-style-type: none"> <li>• Civic / System level interventions</li> </ul>
<b>Author(s):</b>	<ul style="list-style-type: none"> <li>• Phill Austen-Reed, Principal Lead - Health and Wellbeing, SCC; <a href="mailto:phillip.austenreed@surreycc.gov.uk">phillip.austenreed@surreycc.gov.uk</a></li> <li>• Carl Bussey, Assistant Director - Safer Communities, SCC; <a href="mailto:carl.bussey@surreycc.gov.uk">carl.bussey@surreycc.gov.uk</a></li> </ul>
<b>Sponsor(s)/Champions:</b>	Tim Oliver - SCC Leader and Chair of the Combined HWB and ICP Meeting Tim De Meyer - Chief Constable, Surrey Police Lisa Townsend - PCC
<b>HWB/ICP meeting date:</b>	11 December 2024
<b>Related HWB/ICP papers:</b>	18 September 2024: Item 6 - <a href="#">Enabling Stronger Community Safety Leadership and Governance</a> . 5 March 2020: <a href="#">ITEM 7 - Community Safety Board Merger - Cover report.pdf (surreycc.gov.uk)</a>
<b>Annexes/Appendices:</b>	None

## 2. Executive summary

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Following the merger of the Health and Wellbeing Board (HWB) and the Community Safety Board (CSB) in 2020 it has been recognised that whilst it has developed some helpful and good connections, strong strategic oversight and particularly direction on delivery across the various aspects and workstreams of Community Safety has been limited.

At their combined meeting on the 18 September 2024 the Health and Wellbeing Board and Integrated Care Partnership agreed for work to commence to review the strategic governance arrangements for Community Safety across Surrey. Consultation has taken place with key strategic partners who would be impacted by any change, including both county-wide strategic boards and district/borough community safety partnerships. The overwhelming response to the proposal to establish a dedicated Community Safety & Prevention Board with strategic oversight of community safety has been positive.

## 3. Recommendations

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The Health and Wellbeing Board (HWB) is asked to:

1. Agree that responsibility for strategic oversight of community safety is removed from the HWB, with a March 2025 commencement of a dedicated Community Safety & Prevention Board.
2. As part of the above, support appropriate continued interface with the HWB and Prevention & Wider Determinants of Health Delivery Board (PWDHDB), continuing to recognise the impact that community safety has on wellbeing.

## 4. Reason for Recommendations

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The above recommendations seek to enable a stronger, clearer leadership and oversight of delivery of community safety/crime and disorder reduction across Surrey which reflects and complements the more specific community safety related governance and partnerships, both Surrey-wide and district/borough level, which exist across Surrey.

## 5. Detail

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A working group was established between Police, SCC, OPCC and district/borough councils to consider wider feedback on the proposal to establish of a new Board with strategic oversight of community safety from key community safety strategic leads (see section eight for list of consultees).

The proposal sought to determine the need to establish a new Board taking into consideration statutory requirements under the Crime & Disorder Act 1998, complementary legislation requiring a partnership approach to delivery, and the local Surrey landscape.

The role of the new Board will be to provide strategic leadership and direction to tackle community safety/crime and disorder reduction across the county. The remit of the Board will meet the statutory duty, under the Crime and Disorder Act 1998 to agree the key priorities and future direction of the County Community Safety Agreement for Surrey (this remit is supported by work currently ongoing to refresh the Community Safety Joint Strategic Needs Assessment), and co-ordinate county-wide activity on common themes across Surrey.

The Board will oversee a Community Safety Agreement that aims to make the residents of Surrey feel safer and direct collaborative work across county boards to ensure effective strategic join up, and the development of joint strategies where appropriate. The Board will ensure the Community Safety Agreement considers the Police & Crime Plan and the community safety chapter of the Joint Strategic Needs Assessment (JSNA). The agreement will provide Surrey partners working in the fields of community safety/crime and disorder reduction with clear and consistent direction to improve outcomes in the agreed priority areas.

The Chair of the Board will be agreed following the development and agreement, in partnership with key stakeholders, of the purpose and terms of reference for the Board.

Consultees indicated that they would like to see the new Board achieve the following in its first 12 months:

- A simpler governance structure for community safety, fit for purpose to deliver the current statutory duties across a two-tier local authority area.
- A governance structure which has senior local authority representatives from each borough council and the responsible authorities named in the Crime & Disorder Act 1998
- Strategic support to local CSPs around key themes and data provision.
- Clear roles and responsibilities between county groups and local CSPs
- Clear strategic approach to community safety across Surrey with a shared programme of priorities that has a multi-year plan, but still allows for localism where appropriate
- Effective mapping and review of the many partnership meetings to ensure the avoidance of duplication and missing gaps
- Setting outcomes that are achievable
- Attempt at future proofing

Following the establishment of the Board, further work will commence to map, rationalise and restructure existing community safety linked strategic groups at county level, to achieve:

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- More efficient and sustainable strategic partnerships
- Structures that are fit for purpose and make the best use of valuable time and resources
- Strategic partnerships that recognise and work across thematic areas where there are clear links/overlaps in strategic aims/objectives.
- More effective links and joint working with local CSPs to deliver shared priorities

Recognising the continuing benefits of alignment between programmes, this will be achieved whilst maintaining links with the HWB through:

- Continued Police membership of the HWB
- Appropriate membership of the Prevention & Wider Determinants of Health Delivery Board

The relationship between the new Board and the PWDHDB, will also ensure connectivity with the Combatting Drugs Partnership to support delivery of appropriate initiatives from the Combatting Drugs Strategy.

## **6. Opportunities/Challenges**

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Following consultation with key community safety partners the following opportunities and challenges were identified:

Opportunities:

- A strong strategic link into local CSPs will support initiatives such as the Combatting Drugs partnership strategy.
- Clarity around priority areas such as child exploitation and extra familial harm and clear lines of responsibility for the Safeguarding Children Partnership and local CSPs.
- Opportunity to ensure Health and Probation (responsible authorities named under the Crime & Disorder Act) are attending/engaging with their local CSPs
- Improved governance, performance management and understanding of the risks.
- Opportunity to modernise the work of CSPs to meet current legislative requirements, while maintain the ethos of the original Crime & Disorder Act
- Work more efficiently in the challenging environment of local government financial cuts.

- Avoiding duplication of work through better communication around shared priorities and a vision for Surrey.
- Opportunity to streamline, achieve clear, meaningful, targeted priorities in line with need and risk, ideally informed by needs assessment/control strategy.
- Clear outcomes/deliverables set and measured through governance that holds all partners to account for progress.

Challenges:

- Need to identify resource available to establish the new Board, provide administrative support and manage its programme of work.
- Addressing overlaps and gaps i.e. Domestic Abuse is governed by the DA Executive and also a key issue for the Surrey Safeguarding Children Partnership and the Safeguarding Adults Board.
- Challenging to address all areas of community safety effectively. Would like to see a focus on 2 or 3 key priorities for Surrey at one time.
- Commitment and attendance of strategic leaders at the right level of seniority.
- Increased duties and responsibilities on CSPs although no direct funding from central government to deliver statutory duties.
- Competing demands on local government finances.
- Currently no set performance management for CSPs.
- Each CSP in Surrey works differently.
- Reduced capacity and resources across all agencies/partners, with increased workloads.
- How do we ensure quality data and analysis to inform whether we are achieving impact – how is this going to be convened across agencies and measured/tracked?

The challenges outlined above will be addressed in phase two of the review of community safety governance, through further consultation, mapping, rationalisation and restructure of existing county level community safety linked strategic groups, and more effective joint working with local CSPs to deliver shared priorities.

**7. Timescale and delivery plan**

Subject to approval of the above recommendations and feedback from the board, work will commence to establish initial membership of the new Board, with their first meeting taking place in March 2025.

**8. What communication and engagement has happened/needs to happen?**

Consultation commenced with key partners on 16 October with a deadline to respond by 8 November 2024.

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This included:

- Office of the Police & Crime Commissioner for Surrey
- Surrey Safeguarding Children Partnership
- Surrey Safeguarding Adults Board
- Prevention and Wider Determinants of Health Board
- Surrey Chief Executives forum
- Surrey Police
- District/Borough Community Safety Partnerships
- Combating Drugs Partnership
- Local Resilience Forum
- Serious Violence Reduction Partnership
- Domestic Abuse Executive
- Violence Against Women and Girls Executive
- Prevent (Counter Terrorism) Executive
- Serious and Organised Crime Partnership
- Community Harm & Anti-Social Behaviour Reduction Group & ECINS Executive (partnership information sharing and case management system)
- Hate Crime & Community Cohesion Executive
- Probation

## **9. Legal Implications – Monitoring Officer:**

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There are no legal implications arising from this report

## **10. Next steps**

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- Incorporate comments of the HWB in the future development and purpose of the new Board.
- Task and finish group involving Police, OPCC, SCC, district/borough councils consider feedback and develop membership and terms of reference for the new Board.
- Agree lead organisation and resources available to support establishment, administration and management of the new Board.

### **Questions to guide discussion:**

- Do you support the recommendations to move the responsibility for strategic oversight of community safety to a separate board that will have its own governance?

- What additional factors should be considered as this governance develops to ensure it can provide stronger and clearer leadership of community safety across Surrey?
- What more could be done to ensure continued links are maintained and developed where helpful and relevant to our residents health and wellbeing?

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