



To: Strategy and Resources Scrutiny Committee  
Report by: The Head of Corporate Strategy  
Relevant scrutiny committee: STRATEGY AND RESOURCES 23 March 2015  
Wards affected: All Wards

## UPDATE ON KEY EXTERNAL STRATEGIC PARTNERSHIPS AND OUR INVOLVEMENT

### Non- Key Decision

#### 1. Executive summary

1.1 This report provides an update on the key external partnerships the Council is involved with. It is given on an annual basis and is part of a commitment given in the Council's "[Principles of Partnership Working](#)". This year the partnerships are shown in a single report to allow members to take an overview of their activities. In some cases members may be aware of current issues arising from a partnership as a result of recent reports about their activities to committees.

#### 2. Recommendations

2.1 The Leader is recommended to:

- a) Continue to work with key external partnerships (LEP, City Deal, Cambridge Community Safety Partnership, Health and Wellbeing Board, Children's Trust and RECAP) to ensure that public agencies and others can together address the strategic issues affecting Cambridge and that the concerns of Cambridge citizens are responded to.

#### 3. Overview

3.1 The strategic partnerships that are covered in this paper include:

- **Greater Cambridge Greater Peterborough Local Enterprise Partnership (GCGP LEP)**
- **Greater Cambridge City Deal (GC City Deal)**
- **Cambridge Community Safety Partnership (CSP)**

- **Cambridgeshire's Health and Wellbeing Board (HWB)**
- **Cambridgeshire's Children's Trust** and,
- **Cambridgeshire and Peterborough Waste Partnership (RECAP).**

#### **4. Greater Cambridge Greater Peterborough Local Enterprise Partnership**

- 4.1 Since the Greater Cambridge, Greater Peterborough Local Enterprise Partnership (“the LEP”) started in 2010 LEPs have been given increasing responsibilities and resources for local economic development. The government will be distributing through LEPs, based on their bids, a (single) **Local Growth Fund (LGF)** of £2bn per annum, starting in 2015, and **EU structural and investment funds (EUSIF)** between 2015 and 2020 worth over £5bn.
- 4.2 In addition LEPs are integral partners in City Deals, Enterprise Zones and a number of other government programmes (e.g. Regional Growth Fund), and are significant influencers of sub-national transport and skills decision-making.
- 4.3 The LEP commenced consultations about priorities for inclusion in its LGF and EUSIF bids in autumn 2013. The City Council participated in these consultations, as reported in the previous annual partnerships report, providing evidence to identify local growth issues, suggesting local projects and highlighting the local growth issues and priorities set out in its developing local plan.
- 4.4 The LEP's offer for growth (in the form of a [Strategic Economic Plan](#)) was submitted to government on 31 March 2014. This formed the basis of negotiations with the government about a Growth Deal for the LEP area. The government revealed in July 2014 that the LEP will be provided with £21.1 million as a part of its Growth Deal. For the LEP this will unlock a further £14.5 million from the private sector, £11 million of public funding and £41 million from future Growth Deal rounds.
- 4.5 The headline projects that will be supported from April 2015 onwards include:
- Cambridge Biomedical Innovation Centre
  - Haverhill Innovation Centre
  - New facilities for The Welding Institute (TWI) at Alconbury Weald
  - Enterprise Campus
  - Food Manufacturing and Processing Centre of Excellence at Peterborough Regional College

- Technical & Vocational Centre at Alconbury Weald Enterprise Campus
  - Agri-Tech Growth Initiative
  - Bourges Boulevard upgrade, Peterborough
  - A47 Junction 20 improvements Peterborough
  - King's Dyke level crossing, near Whittlesey
  - Wisbech Access Study and Growth Hub.
- 4.6 The LEP submitted a revised version of its Strategic Economic Plan, taking on board government comments made in the first round, in late 2014 for second round funding of its Local Growth Deal. On 29th January 2015, the LEP secured an additional £38 million of investment from the government. This will be invested into the following projects over the next five years:
- Ely Southern Bypass
  - Growing Places Fund
  - Institute of Advanced Construction and a Highways & Civil Engineering Academy
  - M11 Junction 8 upgrade.
- 4.7 The final version of the LEP's [European Structural and Investment Funds Strategy](#) (ESIF) was submitted to government on 31 January 2014.
- 4.8 The LEP's ESIF strategy outlined the use of the £72 million that is to be made available for the area between 2014 and 2020. The key themes identified in the strategy are:
- Strengthening research, technological development and innovation
  - Enhancing the competitiveness of small and medium sized enterprises (SMEs)
  - Supporting the shift towards a low carbon economy in all sectors
  - Promoting sustainable and quality employment and promoting labour market mobility
  - Promoting social inclusion, combating poverty and any discrimination
  - Investing in education, training and vocational training for skills and lifelong learning
- 4.9 The government's final sign off of ESIF nationally was delayed, with further negotiations with the EU, but it now looks like the programme will be progressed again either in March or June of this year.

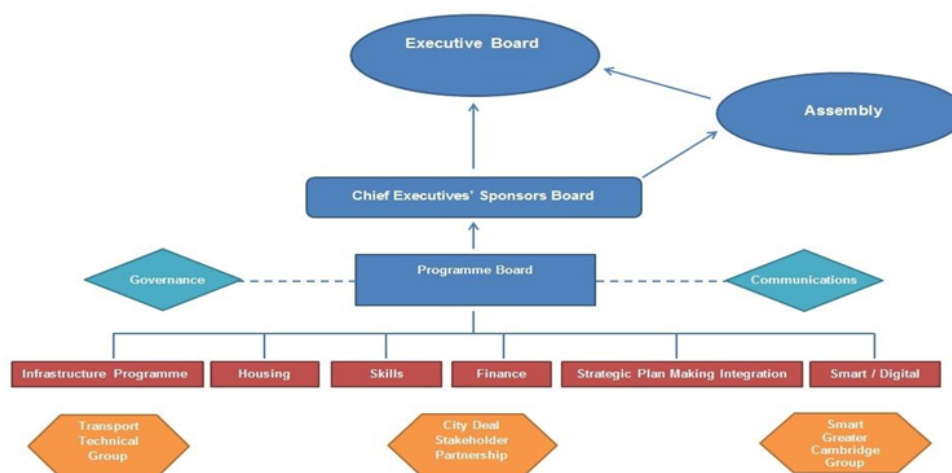
- 4.10 LEPs are one of the government's preferred vehicles for stimulating economic growth and local authorities will need to respond to this, as getting things done may sometimes rely on support from it (financial and collection of evidence). There is presently a national debate about devolution, which may touch on LEP responsibilities around economic growth and LEP geography.
- 4.11 The LEP Board consists of 12 members, including five local authority members. The local authority board members are determined collectively by the 13 member local authorities. The City Council does not presently have a representative on the Board. Board papers can be found [here](#).

## **5. Greater Cambridge City Deal**

- 5.1 The [Greater Cambridge City Deal](#) document was signed on 19 June 2014 on behalf of all five local partners (Cambridgeshire County Council, Cambridge City Council, South Cambridgeshire District Council, the Greater Cambridge Greater Peterborough Enterprise Partnership and the University of Cambridge) and Government.
- 5.2 The deal is expected to secure hundreds of millions of pounds of additional funding for investment in infrastructure to support high quality economic and housing growth in the area over the longer-term. This investment should overcome some of the main barriers that could get in the way of the sustainable growth of the area, such as an inadequate transport network and lack of affordable housing, and help Greater Cambridge continue its success.
- 5.3 The first £100 million of funding will be made available in the 5 years from April 2015. Transport improvements as a result of the deal should start to be seen within the first year of this period. If the partnership is successful in proving these investments drive economic growth, another £200 million will be available from April 2020 onwards and a final £200 million from April 2025 onwards. Local partners expect to invest around a further £500 million (drawn from developer contributions and other growth-related funding) so that around £1 billion will be spent on supporting the delivery of vital infrastructure.
- 5.4 The Greater Cambridge City Deal will:
- Create an infrastructure investment fund
  - Accelerate the delivery of 33,000 planned homes
  - Enable delivery of 1,000 extra new homes on rural exception sites
  - Deliver over 400 new Apprenticeships for young people

- Provide £1bn of local and national public sector investment, enabling an estimated £4bn of private sector investment in the Greater Cambridge area
  - Facilitate the creation of the 45,000 new jobs envisaged in the local plans
  - Create a governance arrangement for joint decision making between local councils.
- 5.5 For the governance of the City Deal partners have expressed a preference for the creation of a Combined Authority that will integrate more closely the powers and responsibilities of the local authorities relating to strategic and transport planning, to better manage the implementation of the deal, but this will require a change in legislation to achieve.
- 5.6 A combined authority is a particular type of statutory body designed to carry out specific functions across more than one council area, most commonly dealing with economic development and regeneration functions. The Government has been consulting on using a regulatory reform order to amend the existing legislation in such a way that would allow a combined authority to be created for part of a county area (for example, “Greater Cambridge” comprising the part of Cambridgeshire County Council’s area covered by Cambridge City Council and South Cambridgeshire District Council). If this legislative change is enacted as proposed, the three councils affected would bring forward proposals to create a combined authority. The Councils have expressed an intention to delegate and pool strategic plan-making and transport powers into such a body, and potentially other powers and funding as appropriate. Any such proposals will be developed with significant member input from the three councils and brought through committee to full council for decision
- 5.7 In the interim a joint committee in the form of an Executive Board has been put in place for joint decision-making, overseeing the strategic vision of the deal, bringing together expertise to assess projects and to administer the necessary funds. The membership of the Executive Board comprises the leaders of Cambridge City Council, Cambridgeshire County Council, South Cambridgeshire District Council, and nominated representatives from the University of Cambridge, and the Greater Cambridge Greater Peterborough Local Enterprise Partnership.
- 5.8 The Executive Board makes decisions by consensus, where possible. Due to legislative constraints, voting rights are exercised by the local authority representatives with a commitment to consider advice from the Local Enterprise Partnership and the University of Cambridge.

- 5.9 The Board is supported by a fifteen person Joint Assembly comprising a mix of elected members and wider stakeholders from the business and education fields. The Joint Assembly acts as an advisory committee for the Executive Board and will usually meet a couple of weeks in advance to pre-scrutinise issues the Board will be taking decisions about and offer advice accordingly.
- 5.10 The draft terms of reference for the Executive Board and the Joint Assembly were considered by the City Council's Strategy & Resources Scrutiny Committee on 20 October 2014 and, together with appointments, were agreed by the Executive member and endorsed by Full Council.
- 5.11 The first meeting of the Executive Board took place on the 28 January 2015. The Chair is Cllr. Lewis Herbert. The first meeting of the Joint Assembly took place on the 12 January 2015. The Chair is Cllr. Tim Bick. Agenda, papers and minutes can be found [here](#).
- 5.12 The present governance structure for the City Deal is shown below.



- 5.13 The Executive Board at its first meeting, taking into account earlier consultations and the views of the Assembly, decided on a list of priority transport schemes to take forward over the next five years as the first part of its programme, focusing on tackling the worst congested roads in Cambridge, freeing up bus services and improving life for residents, cyclists and pedestrians.
- 5.14 Work will start on the development of transport schemes that will offer many opportunities for public engagement at their key stages of development – options, preferred option, detailed design, planning approvals, etc. The aim is to develop a coherent package to improve connectivity and reliability of people's journeys and include a mix of major schemes and smaller improvement schemes.

5.15 The move towards creating a single growth plan for the city-region as a part of the substantial City Deal investment will begin with an early review of the Local Plans of the local authorities in 2019. It may be necessary to ensure that responsibilities and powers are joined up in advance of this review to take account of the changed circumstances brought about by the City Deal.

5.16 Work will be carried out in the short-term to look at joint ventures between local partners to deliver housing across all tenure types, but principally to meet the need for affordable housing. There is also a work stream to help tailor spending on skills in Greater Cambridge, including the creation of new apprenticeships.

## **6. Cambridge Community Safety Partnership**

6.1 The Cambridge Community Safety Partnership (“the Cambridge CSP”) involves a number of agencies concerned with tackling and reducing crime and anti-social behaviour in Cambridge. The Cambridge CSP's main task continues to be to understand the community safety issues Cambridge is experiencing; decide which of these are the most important to deal with; and then decide what actions can be taken collectively, adding value to the day-to-day work undertaken by the individual agencies.

6.2 Following consideration of a [Strategic Assessment](#) collective actions for the partnership were set out in a [Community Safety Plan](#) that runs for three years. The current plan started on 1 April 2014 and is reviewed on an annual basis, although in less depth than at the end of a three year plan period. Detailed actions, within the strategy’s broad framework, are published year on year. The priorities for year one (2014/15) were:

- At a strategic level to understand the impact of mental health, alcohol and drug misuse on violent crime and antisocial behaviour.
- At a tactical level to look at personal acquisitive crime – identifying and responding to trends
- Alcohol-related violent crime – extending beyond the city centre where appropriate
- Antisocial behaviour – embedding new ways of working
- To continue to track and support County led work on domestic abuse (with local work around awareness raising and training)
- To continue to track and support County led work on reducing re-offending

6.3 The CSP will also keep a watching brief on road safety issues by:



- Working collaboratively with politicians and the County Road Safety Partnership
  - Addressing local issues through the use of Neighbourhood Profiles at Area Committees.
- 6.4 A review of year one actions, to help consider responses in year two, showed that the partnership had made improvements in recorded crime levels. A number of crime types saw reductions in year one, including: theft from the person reducing by 17.4%; shoplifting down by 2.1%, cycle crime down by 1.2%; criminal damage down by 5.9%, and; ASB reduced by 10.9%. However, there were crime types that saw increases during the period, in particular violence against the person, which was up by 42.5%, dwelling burglary, up by 35.5% and sexual violence up by 91.3%.
- 6.5 The partnership has looked at the reasons for these increases and will revise it's a priorities for year two of the Community Safety Plan, 2015/16, to incorporate additional work to help address them. It is likely that there will be more of a focus on a local strategic approach to domestic abuse with emphasis on reducing victimisation amongst vulnerable individuals.
- 6.6 In producing local plans the partnership is mindful of the pledges of the Police and Crime Commissioner in the [Crime Plan 2013-16](#) and the requirement to 'have regard' to its priorities.
- 6.7 For 2014/15 the Police and Crime Commissioner allocated £41,000 to Cambridge CSP to help with local delivery of objectives in the Policing Plan. This funding has been allocated. Some of the priority areas in the Cambridge Community Safety Plan have multi-agency task groups in place to help commission and guide targeted work.
- 6.8 The Cambridge CSP meets quarterly and requires project priority lead officers to submit progress reports, which are considered by the partnership at its meetings. In addition quarterly crime and disorder reports showing progress against the aims and targets in the Community Safety Plan are considered. Papers for these meetings can be found [here](#).
- 6.9 The Council also has a Safer City element as a part of its grants scheme to help local community and voluntary groups contribute to reducing crime, the fear of crime and anti-social behaviour. Area Committees also consider Neighbourhood Policing Priorities, which form part of the Police's responsibilities to consult local people, understand, and respond to very local issues.



## 7. Cambridgeshire Health and Wellbeing Board

- 7.1 The Cambridgeshire Health and Wellbeing Board (“the Board”) and its Network were formed in 2011 as a part of the government’s reforms to the NHS. It brings together leaders from local organisations that have a strong influence on health and wellbeing, including the commissioning of health, social care and public health services, to help plan services for Cambridgeshire that will secure the best possible health and wellbeing outcomes for all residents.
- 7.2 The work of the Board is guided by the [Cambridgeshire Health and Wellbeing Strategy 2012-17](#). The strategy focuses on the following six priorities to improve the physical and mental health and wellbeing of Cambridgeshire residents. In particular, within each of these priorities, we will work to improve the health of the poorest fastest:
- Ensure a positive start to life for children, young people and their families.
  - Support older people to be independent, safe and well.
  - Encourage healthy lifestyles and behaviours in all actions and activities while respecting people’s personal choices.
  - Create a safe environment and help to build strong communities, wellbeing and mental health.
  - Create a sustainable environment in which communities can flourish.
  - Work together effectively.
- 7.3 Those included on the Board include representatives from, county council, local councils, public health, education, NHS England, Clinical Commissioning Group, Healthwatch and others. The Board usually meets quarterly and papers can be found [here](#). This year each district council has had a representative on the Board for the first time.
- 7.4 The work of the Board has included coordinating a local response to the government’s Better Care Fund and helping to guide the Older People’s Health and Adult Community Procurement Programme and the Cambridgeshire Health and Care System Transformation Programme. This work is guided by an Officer Support Group and the input of district members by a lead member forum. The City Council suggested local projects as a part of consultations for use of the fund but its aims have since changed.
- 7.5 The [Joint Strategic Needs Assessment \(JSNA\)](#) informs and underpins the Health and Wellbeing Strategy and provides a series of assessments about the needs of people in Cambridgeshire. Progress in improving the health and wellbeing of local populations is assessed

in the [director of public health's annual report](#). The main focus in the report for 2014 is the new national Public Health Outcomes Framework (PHOF), which provides detailed information on how well Cambridgeshire is doing compared with other areas for a range of health outcomes, as well as the lifestyle and environmental factors which influence health.

- 7.6 Life expectancy in overall is significantly above the national average for both men and women for the county and for all districts except Fenland, which is similar to the national average. This does not mean that there are no problems as many deaths each year can still be prevented and district and county level data can also mask small areas and population groups with lower life expectancy.
- 7.7 The Cambridge Local Health Partnership (CLHP), which forms a part of the Board's network, involves local GPs and others with an interest in local health and social care. It is chaired by a City Council Executive member. The role of CLHP is to inform the Board about issues in Cambridge and to develop local responses, where appropriate. The CLHP has used the indicators in the PHOF to help identify local problems and to look at them in more depth.
- 7.8 Recent meetings of CLHP have looked at work to prevent falls for elderly people and fuel poverty, which are areas where there are higher incidents than the national average. As a result some work is being better coordinated and connections between agencies made. One example is the support being offered to the development of an outreach service by Cambridge CAB in a local GP medical practice. The CLHP will also be contributing to the development of the next HWB strategy.
- 7.9 The CLHP meets quarterly, usually a week before the Health and Wellbeing Board meetings, to help inform the City Council's representative. CLHP papers can be found [here](#).

## **8. Cambridgeshire Children's Trust**

- 8.1 The Cambridgeshire Children's Trust ("the Trust Board") is a partnership between organisations with a role in improving outcomes for children and young people in the area. The Trust Board gives strategic direction, commissions county-wide activity and supports the work of the Local Safeguarding Children's Board. Area Partnerships inform the Trust Board about the priorities in their area and commission local activity.
- 8.2 The Trust Board has been the delivery mechanism for Priority 1 of the Health and Wellbeing Strategy: Ensure a positive start to life for

children, young people and their families. It has set out what it wants to achieve over the next three years in the [Cambridgeshire Children's Trust Plan for 2014-17 \("the Plan"\)](#). The priorities in this plan are:

- Addressing the impact of welfare reforms and poverty on educational attainment and health outcomes
- Improving children's mental health and considering parental mental health
- Addressing drug and alcohol misuse within the family environment

8.3 The plan is accompanied by an action plan that captures the key priority work areas for the Trust Board and what it wants to see happen over the three year period. The priority work areas are:

- Refresh of the Narrowing the Gap strategy to 'Accelerate the Achievement of Vulnerable Groups'
- Build understanding across the workforce of health inequalities and action needed to address them
- A focus on early intervention and preventative work with families with children with a disability of special educational need and the development and implementation of a commissioning strategy to meet these needs
- Refreshing the Child Poverty Strategy to mitigate the impact of the welfare reforms on vulnerable families and support families in crisis
- The uptake of Free Schools Meals countywide are increased and the effectiveness of pupil premium to vulnerable families are increased
- A county strategy for mental health, which covers the spectrum of need and early intervention and community service alongside the service provided by CPFT for more acute need
- Issue of guidance on substance misuse and the implementation of a 2 year project to strengthen the link between children's and adult treatment services

8.4 A draft [Child Poverty Strategy "Breaking the Cycle 2"](#) was presented to the Trust Board on 26 November 2014. This strategy is being developed by a Child Poverty Champions Group, which includes a representative from the City Council. The Group have set out four initial objectives and these were considered by Strategy and Resources Scrutiny Committee on 20 October 2014, alongside the objectives of the City Council's own developing Anti-Poverty Strategy. The City Council will look to support the Child Poverty Strategy with local actions and integrate its objectives into its Anti-poverty Strategy.

8.5 The City Council does not have a representative in the Children's Trust, preferring to work through the Local Area Partnership (South

Cambridgeshire and Cambridge City). The Local Area Partnership has a representative on the Trust Board. The Children's Trust is presently subject to a review and its future, in its current format, is uncertain. Local Area Partnership Chairs have expressed the view that whilst the Trust Board set overall priorities, local area partnerships had sufficient scope to carry out activities on the ground. It was felt that an annual Children's Trust Conference could provide the framework required to operate within. A working group will provide recommendations about the future of the Children's Trust at the Board's next meeting in April 2015.

8.6 Each Local Area Partnership has developed its own local commissioning plan. This plan identifies local activities which are delivered collectively with local partners to meet the needs of families. The key work strands for the South Cambridgeshire and Cambridge City Local Area Partnership includes:

- Increasing the take-up of Free school Meals locally
- Hosting a Young People and Mental Health Wellbeing conference in April 2015
- Commissioning mental health support for young people in schools
- Mapping local employability opportunities for young people and identifying options the partnership can take forward
- Looking at areas where young people can be more appropriately involved in decision-making processes
- Developing initiatives in new communities, including Southern Fringe and Cambridge North West, and
- Learning from serious case reviews.

8.7 A local officer group is overseeing the delivery of these work strands, which involves the Council's Children's and Young People's Services Manager.

8.8 Meetings of the Children's Trust Board can be found [here](#). The Local Area Partnership provides an account to the Board. If the governance arrangements for the Board change in the future the Local Area Partnerships may need to operate in a different way.

## **9. Cambridgeshire and Peterborough Waste Partnership**

9.1 The Cambridgeshire and Peterborough Waste Partnership, also known as RECAP, involve the seven local authorities in the area. The purpose of the Partnership is to improve the management of municipal waste (all waste under the control of an authority), environmental quality and the wider waste role of local authorities influencing non-

municipal waste management e.g. commercial and industrial waste. The partnership wants, through joint work, to help protect, maintain and enhance the environment through the provision of excellent services that meet local needs.

9.2 The partnership set out what it wanted to achieve in its [Joint Municipal Waste Management Strategy](#) (JMWMS) and supporting documents, which include a Waste Prevention Plan. Key targets within the strategy include:

- 50 – 55% of household waste recycled/composted by 2015
- 55 – 65% of household waste recycled/composted by 2020

9.3 The partnership has also set the following as priority areas over the next three years:

- Improve value for money
- Improve services
- Improve environmental performance, and
- Levelling up services across the partnership

9.4 The partnership has performed well, with its local authorities diverting a nationally significant proportion of their household waste from landfill. It operates through a networking structure and is directed by a Member level group (RECAP Board), which is supported by a Senior Officer group (Joint Waste Officer Group). It has two sub groups that cover: operations and marketing and communications. They help identify and pursue joint working and funding opportunities, share experience, knowledge and best practice, respond to changes in policy and legislation and maintain dependencies e.g. joint contracts. The Council contributes £11,000 to this partnership.

9.5 In addition RECAP administers a website that provides information on recycling at home, details of local recycling schemes and the location of recycling banks. It also shows how local people can reduce waste and swap and sell unwanted items, to promote and encourage this behaviour, and sponsors a number of events. There is help for local business that shows information on relevant legislation and recycling services.

9.6 The partnership is looking at how it can take forward a Whole System Approach to Waste Management and has agreed to work towards developing a full business case to improve the quality of waste management in the area and to obtain financial benefits. RECAP partners have also been working together to agree an approach on

charging and recycling credits that is beneficial to all, including charges following changes to Controlled Waste Regulations.

- 9.7 Cambridge City Council and South Cambridgeshire District Council are developing a business case to share a waste and recycling depot and a management team. It will involve a single service that will have waste collection rounds that will ignore the local authority boundaries allowing the councils to better respond to housing growth and to collect waste more efficiently. This new service could also involve other local authorities through the RECAP Waste Partnership, including joint procurement opportunities.
- 9.8 An Advanced Partnership Working Charter across the Waste Partnership allows decisions to be taken within a formal framework and permits the partnership to be more ambitious in its collaborative working.
- 9.9 Recent partnership campaigns include:
- Love your clothes campaign – reducing textile waste and supporting make and mend recycling, and
  - Dry recycling campaign – to boost use of recycling bins and make residents aware of the whole range of materials that can be recycled in the blue bins.
- 9.10 The Council should continue to work with the Cambridgeshire and Peterborough Waste Partnership (RECAP) to ensure that the strategic issues affecting the management of municipal waste (all waste under the control of an authority), environmental quality and wider waste management issues are responded to in a way that is appropriate for Cambridge.

## **10. Implications**

- (a) **Financial Implications**  
The LEP is responsible for drawing down significant levels of resources to improve infrastructure to support the growth of Cambridge. By working together with other public agencies the Council may be able to achieve more than working on its own.
- (b) **Staffing Implications**  
This will depend on how the development of joint working opportunities is taken forward within each partnership.
- (c) **Equal Opportunities and Anti-poverty Implications**  
The partnerships will identify ways of involving all communities in their work, including those who are more disadvantaged. Emphasis will be



on providing affordable housing, training and other measures to move people back into work and addressing health inequalities.

(d) **Environmental Implications**

Business models that promote low carbon use and improve the sustainability of developments will be supported.

(e) **Procurement**

The partnerships are likely to procure or commission services to achieve their aims.

(f) **Consultation**

Individual bidding streams and plans will specify the groups of people to be consulted, especially where targeted work is required.

(g) **Community Safety**

To improve community safety is the purpose of the Cambridge Community Safety Partnership.

## 11. **Background papers**

These background papers were used in the preparation of this report:

- Cambridge City Council's [Principles of Partnership Working](#)
- LEP Offer for Growth [Strategic Economic Plan](#)
- LEP [European Structural and Investment Funds Strategy](#) (ESIF)
- LEP Board papers can be found [here](#)
- [Greater Cambridge City Deal](#) document
- GC City Deal papers can be found [here](#)
- Cambridge CSP [Strategic Assessment](#)
- Cambridge CSP [Community Safety Plan](#)
- Police and Crime Commissioner's [Crime Plan 2013-16](#)
- Cambridge CSP papers can be found [here](#).
- [Cambridgeshire Health and Wellbeing Strategy 2012-17](#).
- HWB Board papers can be found [here](#)
- The [Joint Strategic Needs Assessment \(JSNA\)](#)
- [Director of public health's annual report](#)
- CLHP papers can be found [here](#).
- Children's Trust Board can be found [here](#)
- Draft [Child Poverty Strategy "Breaking the Cycle 2"](#)
- Children's Trust Board papers can be found [here](#)
- [Joint Municipal Waste Management Strategy](#)

## 12. **Appendices**

None.

## 13. **Inspection of papers**

To inspect the background papers or if you have a query on the report please contact:

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