



To: The Leader and Executive Councillor for Strategy and Transformation: Councillor Lewis Herbert

Report by: Andrew Limb, Head of Corporate Strategy

Relevant scrutiny committee: Strategy & Resources
21/3/2016
Scrutiny Committee

Wards affected: All wards

UPDATE ON KEY EXTERNAL STRATEGIC PARTNERSHIPS AND OUR INVOLVEMENT

Not a 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.

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) 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. Background

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)** and other growth-related partnerships
- **Other Growth related partnerships**
- **Cambridge Community Safety Partnership (CSP)**
- **Cambridgeshire's Health and Wellbeing Board (HWB)** and
- **Cambridgeshire's Children's Trust.**

4. **Greater Cambridge Greater Peterborough Local Enterprise Partnership (GCGP LEP)**

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 is 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. The LEP's European Structural and Investment Funds (ESIF) Strategy was submitted to government on 31 January 2014.

4.3 In the last year, GCGP has launched its SignPost2Grow business support service. Signpost2Grow gives local businesses access to a range of business support, advice, grants and events aimed at helping businesses to grow and develop. This includes advice from professional bodies on starting a business, growing the business, employment and training and finance.

4.4 GCGP has also expanded its Signpost2Skills skills service into the Greater Cambridge area this year, with funding support from the City Deal partner authorities – see more detail in the City Deal section below. It is also supporting the Cambridge Science Centre to run an outreach programme in locations across the LEP area.

- 4.5 This year GCGP has also secured enterprise zone status for the Cambridge Compass Enterprise Zone. This aims to expand the reach of Cambridge – global innovation centre – to the surrounding market towns, new communities and wider rural areas to boost the local and national economy. It includes sites in Waterbeach, Haverhill, Ely, Cambourne, and Northstowe.
- 4.6 The Cambridge Compass Enterprise Zone will come into effect from 1st April 2016, with the 100% business rates discount on offer to new occupiers until 31st March 2022.
- 4.7 Under the Local Growth Fund, the LEP secured £1m to support an innovation centre on the Cambridge Biomedical Campus, and a provisional £9m towards public transport improvements on the A428 (coming forward under the City Deal proposals).
- 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 themes identified in the strategy are:
- Strengthening research, technological development and innovation
 - Enhancing access, and quality and use of, ICT
 - 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 discrimination
 - Investing in education, training and vocational training for skills and lifelong learning
- 4.9 The Government's final sign-off of the ESIF programmes nationally was delayed, with further negotiations with the EU, but the first calls for applications under the European Regional Development Fund (ERDF) were launched in March 2015. The first applications under the European Social Fund (ESF) were invited in June 2015.
- 4.10 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, although the Leader is invited as an observer. The LEP also has a Leaders' Committee, which includes all local authority leaders within the GCGP area.

5. Greater Cambridge City Deal (GC City Deal) and other growth-related partnerships

5.1 The greater Cambridge City Deal brings together 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) to address the key barriers to economic growth.

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 Greater Cambridge City Deal aims to:

- Create an infrastructure investment fund
- Accelerate the delivery of the 33,480 homes planned in the submitted local plans
- 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 44,000 new jobs envisaged in the submitted local plans for Cambridge and South Cambridgeshire
- Create a governance arrangement for joint decision making between the three local councils.

5.4 For the governance of the City Deal 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 and Cambridgeshire County Council, the Cabinet member for City Deal for South Cambridgeshire District Council, and nominated representatives from the University of Cambridge, and the Greater Cambridge Greater Peterborough Local Enterprise Partnership. The Executive Board is currently chaired by Councillor Herbert.

- 5.5 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.
- 5.6 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 usually meets in advance to pre-scrutinise issues the Board will be taking decisions about and offer advice accordingly. The Assembly is currently chaired by Councillor Bick, and the City Council's other representatives are Councillors Baigent and Price.

Transport

- 5.7 The transport infrastructure schemes proposed for City Deal investment deliver elements of the Transport Strategy for Cambridge & South Cambridgeshire, developed by the County Council in partnership with Cambridge and South Cambridgeshire to facilitate delivery of their respective Local Plans (now submitted for examination).
- 5.8 Over the last year, consultations have been launched on a number of transport schemes:
- A428/Madingley Road
 - Chisholm Trail
 - Cross-city cycling solutions
 - Milton Road
 - Histon Road

- Western Orbital.

In addition, a “call for evidence” process gathered public and professional views on ways to address the city’s congestion and access issues. Ideas proposed through this process are now being assessed and worked up for more detailed consultation in summer 2016.

- 5.9 A consultation on options for improvements in the A1307 corridor is scheduled to go live in June 2016.
- 5.10 These consultation processes have generated significant public engagement and debate, with many very well attended public meetings, and many responses to the consultation process. Following the initial consultation in each case, more detailed proposals will be worked up on a smaller number of options or preferred option, which would be consulted on again, before any decision is taken to go ahead with a particular scheme.
- 5.11 The City Deal Board has agreed to produce an environment & design guidance note, to help ensure City Deal infrastructure schemes take account of ‘quality of place’ concepts.

Housing

- 5.12 In addition to progressing these transport schemes in the last year progress has been made in establishing a Housing Development Agency (HDA). This will bring together the expertise that Cambridge City Council and South Cambridgeshire District Council have in developing housing with land and funding opportunities from those two district councils, the County Council and the University. With a focus on the delivery of affordable housing it will help deliver the housing in the Local Plan, as well as some of the 1,000 additional homes on rural exception sites agreed as part of the City Deal negotiation process.
- 5.13 There are risks to the delivery of these additional homes arising from recent national policy changes. However, the City Deal partners are planning to mitigate those risks (for instance through the work of the HDA, the recasting of the councils’ HRA business plans, the further research on potential partnership models that the councils plan to commission with City Deal funding, the self-build

programme and, not least, the work of our housing enabling and planning teams) and expect to deliver the numbers proposed.

- 5.14 The HDA is being established in the first instance as a shared service, building on the capacity and skills of existing staff, with funding also drawn from the City Deal Delivery and Implementation Fund (created by the three councils pooling a proportion of their New Homes Bonus allocations – if New Homes Bonus funding changes in future years, this may have implications for the City Deal Delivery and Implementation Fund).

Skills

- 5.15 In terms of meeting the skills needs of Greater Cambridge's businesses and bringing more of our local young people into that jobs market, a new social enterprise called Form the Future is delivering the LEP's Signpost2Skills programme in Greater Cambridge.
- 5.16 This aims to ensure young learners have good advice about career options in the local economy and are supported to pursue the types of learning that will equip them to compete for those jobs. The skills service will also help ensure we deliver our City Deal target of 420 additional apprenticeships. Again, this is funded from the City Deal Delivery and Implementation Fund, and with support from the LEP.

Smart City

- 5.17 A new area of activity for the City Deal partnership this year has been early steps to ensure Greater Cambridge takes advantage of the research and innovation excellence that resides in the area to apply "smart" solutions to challenges such as congestion, air quality and "intelligent mobility". The City Deal Delivery and Implementation Fund is supporting work to develop a smart city infrastructure, which will facilitate development of travel apps, wayfinding information at Cambridge station and other applications.
- 5.18 A member briefing on the City Deal is being arranged for 29 March. The City Deal Programme Director sends a monthly update on all things City Deal to all members of the three partner councils regularly.

6. Other growth-related strategic partnerships

- 6.1 Cambridge City Council is a member of the Key Cities Group. This group of 26 medium-sized UK cities collaborates to ensure Government is sighted on the economic contribution these cities make to the UK economy. The Group shares information with each other and with Government and seeks to ensure Government policy is informed by an understanding of the importance of these cities and their hinterland.
- 6.2 Cambridge City Council has also recently joined forces with four other Fast Growing Cities within the Key Cities Group to emphasise to Government the particularly strong economic potential they offer to the UK economy, and the particular challenges that their success brings. These cities (Oxford, Swindon, Milton Keynes and Norwich) share many of Cambridge's characteristics – strong on knowledge-intensive industries, pro-growth but constrained by infrastructure limitations and housing affordability.
- 6.3 Cambridge and the partner cities will work with businesses, universities and neighbouring authorities to ensure that Government understands the case for investment in their economic potential, and the case for particular policy interventions/relaxations to facilitate sustainable growth.
- 6.4 The City Council is a member of London – Stansted – Cambridge Corridor Consortium. An annual subscription of £7,500 is paid. Cambridge City Council is represented on the board by the Leader of the Council, and is supported by the Director of Environment. Current work streams include:
- Lobbying for significant investment in rail infrastructure, including quadrupling tracks south of Cambridgeshire
 - Smart City initiatives in the corridor

7. Devolution

- 7.1 The Leader of Cambridge City Council is also member of the Cambridgeshire Leaders and Chief Officers Group. This group has been exploring the potential for a “devolution deal” with Government over the past year. An initial proposal was being

developed to be submitted in March 2016, and focused on asks and offers around supporting sustainable economic growth, improving health and social care, adult skills and community safety.

- 7.2 The Secretary of State for Communities & Local Government invited leading councillors from Norfolk, Suffolk, Cambridgeshire and Peterborough councils to a meeting on 15 February to propose a tri-county devolution deal. At the time of writing this report the negotiations are ongoing and it is not known what the outcome of this new proposal will be. A verbal update will be provided at the Committee meeting.

8. Cambridge Community Safety Partnership (CSP)

- 8.1 Each year the Partnership's Community Safety Plan is refreshed and its priorities modified, in response to any emerging issues from annual strategic assessments and quarterly progress reports provided at Community Safety Partnership meetings. A separate report on the agenda for this committee meeting reviews the progress it has made and highlights priorities for the forthcoming year.

9. Cambridgeshire's Health and Wellbeing Board (HWB)

- 9.1 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.
- 9.2 The Board includes representatives from, county council, local district councils, public health, education, NHS England, Clinical Commissioning Group, Healthwatch and others. The Council's representative in this partnership is the Executive Councillor for Communities. The Board meets bi-monthly.
- 9.3 The work of the Board is guided by the Cambridgeshire Health and Wellbeing Strategy 2012-17. The strategy focuses on six priorities to improve the physical and mental health and wellbeing of

Cambridgeshire residents. In particular, there is an intention to improve the health of the poorest fastest.

- 9.4 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.
- 9.5 The Annual Public Health Report (APHR) for 2014/15 adds a broader focus, looking at changes and trends in public health outcomes over recent years. The report is structured around the "life course" starting with children and moving through to old age.

The APHR 2014/15 report recommends three new opportunities for public health action in Cambridgeshire:

- A focus on promoting the health of school age children, including mental health
- A whole system approach to healthy diet and physical activity – reversing the trend in obesity
- Supporting a positive approach to healthy ageing.

- 9.6 The national Public Health Outcomes Framework (PHOF) 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. The Cambridge Local Health Profile for 2015 shows some of the PHOF headlines for the City. It states that, "The health of people in Cambridge is generally better than the England average. Deprivation is lower than average, however about 14.9% (2,500) children live in poverty. The inequality in life expectancy (*between wards*) that is related to deprivation in this local area is 8.2 years for men and 7.9 years for women".
- 9.7 This year the HWB Board has chosen to structure its meetings around the six priorities in its strategy, reviewing the progress made in achieving the aims for one priority area at each meeting – providing a theme for the meeting. In addition a "Person's Story", highlighting an individual's experiences of the services delivered within the theme is given at the start of the meeting. This is prepared by Healthwatch.

9.8 The other recent business of the Board has included:

- Giving a steer on priorities and approach to submitting a plan for the 2016/17 round of the Government's Better Care Fund – identifying new ways of delivering health and social care and freeing up committed spending to do this.
- Reviewing actions taken to reassure patients and staff and to ensure a continuity of patient care following the end of contractual arrangements for Older People's and Adult Community Services in Cambridgeshire and Peterborough.
- Advising on the development of the Prevention Strategy for the Health System Transformation Programme, focusing on initiatives to generate savings for the NHS.
- Overseeing the work of the Public Health Reference Group and its priorities in the current year, obesity prevention and community engagement.
- Considering a joint approach to building resilient communities in line with Cambridgeshire County Council's Community Resilience Strategy.
- Looking at the County Council's public health business planning for 2016/17 and its proposals to meet its savings requirement, including a new approach to carrying out Joint Strategic Needs Assessments.

9.9 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's Executive member for Communities. The main role of CLHP is to inform the Executive member about local health and social care issues, so that the interests of Cambridge's residents can be represented in the HWB Board, and to promote local partnership working.

9.10 Recently the CLHP has also been using a themed approach to its meetings, looking at each of the priorities of the HWB strategy in turn, taking the theme that will be on the agenda of the following HWB Board meeting. The CLHP usually meets a week before the HWB Board but on a quarterly basis – so there will be some Board meetings that the Executive member may not be so informed about by the CLHP.

9.11 The CLHP has been, over its past few meetings:

- Reviewing local work by the Cambridge Sustainable Food Group to win accreditation for Cambridge as a “Sustainable Food City” from the national Sustainable Food Cities Network.
- Assessing progress with the Cambridge Sustainable Fish Campaign and WW2 Nutrition Challenge.
- Supporting the extension of the local Foodcycle project and the running of cookery skills courses for low income families in the north of the city, utilising the Council’s Sustainable City grant.
- Guiding the development of the Cambridge CAB Outreach project in East Barnwell Health Centre, utilising the Council’s Sharing Prosperity Fund, and receiving regular updates on its progress.
- Encouraging partners to contribute to World Mental Health Day and “joining-up” different local activities and events being run during the week leading up to it.
- Monitoring local work to address areas where our PHOF indicators are higher than the national average, including fuel poverty and falls prevention.
- Improving local information sharing between Riverside ECHG and the Council’s Anti-social Behaviour Team, so that people in their projects can receive better support.
- Supporting the local Children and Young People’s Area Partnership in staging the “Chelsea’s Choice” theatre production in the Guildhall, to raise issues around child sexual exploitation.
- Encouraging the Looked After Children’s Team to prepare for the increase in unaccompanied children that may be associated with the placement of Syrian refugees in the City.
- Looking at the City Council’s contribution in promoting physical activity and healthy diets as part of a review of progress in HWB Strategy’s Priority 3.

9.12 The King’s Fund report “The District Council contribution to public health: a time of challenge and opportunity”, highlights both the important current contributions of districts to the health and wellbeing of our communities and the potential for even greater district impact on local health outcomes.

9.13 The Council is continuing to assess the health and social care partnerships in Cambridgeshire it is involved with, appraising where we can make a contribution within new structures. The Council will be seeking to prioritise its services that bring the

biggest health gains for local people, such as promoting healthy diet and physical activity – reversing the trend in obesity – and supporting a positive approach to healthy ageing, which align with the present public health priorities.

- 9.14 It is a time of transformation for public services and local health and social services, especially, are adapting to the environments they find themselves in. The role the Council can play in improving local public health is beginning to be recognised by NHS bodies and is something the Council will be promoting with them.

10. Cambridgeshire's Children's Trust

- 10.1 On 1 June 2015 the Cambridgeshire Children's Trust was replaced by the Children's Trust Executive Group. The Executive Group is a smaller body and consists of five members, the Lead Member for Children's Services (Cambs County Council), the Executive Director for Children, Families and Adult Services and the three chairs of the Area Partnerships.

- 10.2 To comply with the Children's Act 2004 the County Council will still have to report on improvements in the wellbeing of children, **along with other statutory organisations, including Cambridge City Council, that have a duty to work in partnership to achieve positive outcomes for children**, in relation to their:

- Physical, mental and emotional wellbeing
- Protection from harm and neglect
- Education, training and recreation
- Contribution by them to society
- Social and economic wellbeing

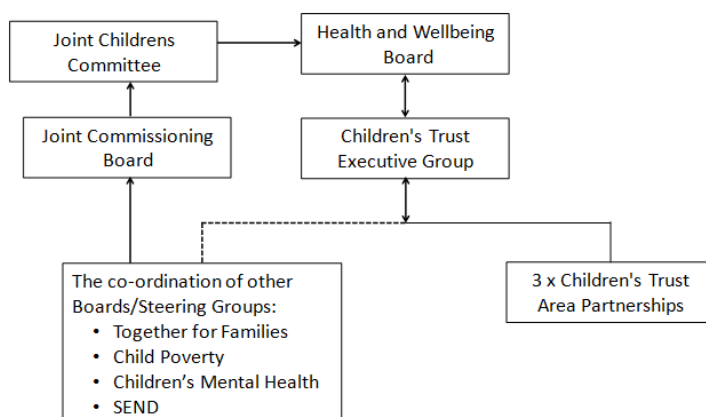
- 10.3 Work must have regard for the importance of parents and others caring for children.

The Children's Trust Executive Group will:

- Share learning and good practice;
- Support the Area Partnerships;
- Identify new ways of working;
- Identify further needs, issues and new opportunities;
- Report annual progress of the Area Partnerships and how they contribute to Priority 1 of the Health and Wellbeing Strategy: Ensure a positive start to life for children, young people and their families;
- Co-ordinate key pieces of work;
- Receive a report from other key work areas on how priority 1 is being delivered by other partners and partnerships (Cambridgeshire County Council to lead); and
- Host the Children's Trust Annual event for all statutory organisations to attend. This event will focus on shared priorities between partners.

10.4 The Children's Trust Executive Group will meet twice a year and meetings will usually last no more than 2 hours. Meetings of the Executive Group shall be open to the press and public and the agenda, reports and minutes will be available for inspection. The governance arrangement for the Executive Group is shown below.

Governance arrangements for Children's Trust



10.5 The City Council does not have a representative in the Children's Trust Executive Group, preferring to work through the Local Area Partnership (South Cambridgeshire and Cambridge City). The Area Partnerships were given an enhanced role the winding-up of the Children's Trust.

The role of Children's Trust Area Partnerships is to:

- Develop partnership work that enhances opportunities for children, young people and their families living within that area
- Develop and support key projects to be delivered locally
- Monitor progress and provide an annual report on progress and gaps to the Executive Group
- Escalate issues and barriers for resolution
- Highlight local trends and gaps within existing service provisions
- Facilitate networking and collaborative working within a local context

10.6 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.

- Commissioning mental health support for young people in schools – a review of what works in preventing mental ill-health in children and young people has now been completed.
- 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 – a JSNA for new communities is presently being prepared.
- Child Sexual Exploitation – local schools will be hosting performances of Chelsea’s Choice, a drama about child sexual exploitation and healthy relationships.
- Exploring how local partners can contribute to the Accelerating Achievement Strategy, improving the educational attainment of vulnerable groups of students.
- Distributing a local grant scheme.

10.7 The Area Partnership Manager post has been extended by the County Council to support and coordinate the work of the Area Partnerships. A local officer group for South Cambridgeshire and Cambridge City Area Partnership is overseeing the delivery of these work strands. The Council’s Children’s and Young People’s Services Manager is involved in this officer group.

10.8 Cambridge Local Health Partnership received an update on progress with Priority 1 of the Health and Wellbeing Strategy - ensure a positive start to life for children, young people and their families – when it met on 12 November 2015.

11. Implications

(a) **Financial Implications**

The strategic partnerships, particularly the LEP and City Deal, will be responsible for drawing down significant levels of resources to improve infrastructure and 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** (if not covered in Consultations Section)

This will depend on how the development of joint working opportunities is taken forward within each partnership.

- (c) **Equality and 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 and communication**
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.

12. Background papers

Background papers can be accessed by following the hyperlinks set out beneath the document headings:

Principles of Partnership Working

<https://www.cambridge.gov.uk/content/guide-partnership-working>

Signpost2grow

<http://signpost2grow.co.uk/about-us/>

Cambridge Compass Enterprise Zone

<http://www.gcgp.co.uk/?s=Cambridge+Compass>

LEP Board Papers

<http://www.gcgp.co.uk/yourlep/board/board-meetings/>

Greater Cambridge City Deal

<http://www4.cambridgeshire.gov.uk/citydeal/>

Key Cities Group

<http://www.keycities.co.uk/>

Cambridge Community Safety Partnership

<https://www.cambridge.gov.uk/content/cambridge-community-safety-partnership>

Police and Crime Plan

<http://www.cambridgeshire-pcc.gov.uk/police-crime-plan/>

Cambridgeshire's Health and Wellbeing Board

<http://www2.cambridgeshire.gov.uk/CommitteeMinutes/Committees/committee.aspx?committeeID=70>

Health and Wellbeing Strategy

http://www4.cambridgeshire.gov.uk/info/20004/health_and_keeping_well/548/cambridgeshire_health_and_wellbeing_board

Joint Strategic Needs Assessment

<http://www.cambridgeshireinsight.org.uk/jsna>

Annual Public Health Report

<http://www.cambridgeshireinsight.org.uk/health/aphr>

Cambridge Local Health Profile 2015

http://www.apho.org.uk/default.aspx?QN=HP_METADATA&AreaID=50386

Cambridge Local Health Partnership

<http://democracy.cambridge.gov.uk/mgCommitteeDetails.aspx?ID=347>

The District Council Contribution to Public Health (Kings Fund)

<http://www.kingsfund.org.uk/publications/commissioned/district-council-contribution-public-health>

Children's Trust

http://www4.cambridgeshire.gov.uk/info/20076/children_and_families_practitioners_and_providers_information/279/children_and_families_working_with_partners/2

Children's Trust Area Partnerships

http://www4.cambridgeshire.gov.uk/downloads/download/60/children_s_trust_and_area_partnerships

12. Appendices

No Appendices have been added.

13. Inspection of papers

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

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