



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
20/3/2017
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, the Children's Trust and the Combined Authority) 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
- **Cambridgeshire and Peterborough Combined Authority (CA)**
- **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 distributes through LEPs, based on their bids, a number of national funding streams, including funding from a national Growth pot that was launched in 2014 of over £2 billion. 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.

4.2 Over the past year the activities of the LEP have continued to expand as significant projects come forward and spending starts to ramp up. It is anticipated that growth deal projects in the GCGP area will be due to spend £32.5m in 2016/17 following an under-spend in the previous year. Notable progress in 2016 included the completion of the TWI redevelopment and the Cambridge Biomedical Innovation Centre.

4.3 During the year the LEP has agreed to move to a commissioning model to allow it to be clearer about its priorities for investment and to concentrate on specific themes within a refreshed Strategic Economic Plan (SEP). It is anticipated that the refreshed SEP will provide direction not only for LEP activity and investment but also for the new Combined Authority, which is seeking to draw down

tranches of devolved funds from the government by February 2017. The area based review of skills and the proposed science and innovation audit will help inform the new commissioning framework.

- 4.4 In July last year the LEP submitted a “programme” based Growth Deal bid (Growth 3), rather than a list of projects, prepared around blocks of funding. This allows the LEP to take into account the ongoing development of projects in its pipeline from previous deals, national infrastructure priorities and the SEP strategic priorities. The bid is for £70m towards a flexible programme worth £250m, which will run over four years from 2017-2021.
- 4.5 There is also significant overlap with the Single Pot for infrastructure and growth highlighted in the devolution agreement for Cambridgeshire and Peterborough. The LEP will be working with its partners to ensure proposals complement each other.
- 4.6 During the year the LEP has sought to better coordinate and represent the voice of local business within the Greater Cambridge City Deal, which it is has been charged to do so by the government. The LEP has three representatives within the GC City Deal Assembly and has recently created a new post dedicated to providing input into the City Deal Executive. This is one of three new senior posts that the LEP has created in the past year to help it respond to the expanded agenda it is facing. It is envisaged the posts will be operational by March 2017.
- 4.7 The government has said it will continue to fund European Structural and Investment Funds (ESIF) projects with signed contracts or funding agreements in place before the Autumn Statement (2016) even if they continue beyond the UK’s exit from the EU. The Treasury has also said it will work with LEPs to put in place arrangements to consider projects that could be signed after the Autumn Statement but before the UK leaves the EU. Calls for projects in each of the ERDF priority areas will remain open until early February 2017. They’re currently 10 projects in the GCGP area worth a combined £10m of ERDF monies.
- 4.8 The LEP Board now consists of 16 directors, including five local authority members. The local authority board members are determined collectively by the 15 member local authorities. This year the districts of South Kesterton and South Holland joined the

LEP. 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 is an agreement made in 2014 between five local partners and the Government to help secure sustainable future economic growth and quality of life in the Greater Cambridge area.

5.2 The agreement set up with Central Government will provide up to £500 million worth of funding over the next 15 years. An initial £100 million investment over the five years to 2020 has been secured to progress the first tranche of City Deal projects. A further £200 million will be available from April 2020 and a final £200 million in 2025, if the partnership can prove it has been successful in driving economic growth from each tranche of the City Deal programme. It is the intention to generate a further £500 million through other funding streams, bringing in a total investment of £1 billion.

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.

Transport

- 5.4 The City Deal has committed to improve infrastructure, ease congestion and offer alternative, reliable travel options making it easier for people to travel by public transport, cycle or on foot to their destination.
- 5.5 The initial £100 million investment agreed up to 2020, will enable the delivery of a number of “tranche 1” transport projects designed to:
- Bring vital improvements to key routes into the city.
 - Connect existing and new residential and employment areas with high quality public transport networks, including new orbital bus routes around Cambridge.
 - Provide more sustainable ways for people to travel between their homes and places of work, through a comprehensive network of pedestrian and cycle routes.
- 5.6 The tranche 1 City Deal projects are priority schemes that are intended for quick delivery and will provide immediate benefits to residents and commuters in Greater Cambridge.

They include:

- Cambourne to Cambridge - better bus journeys
 - The Chisholm Trail
 - Cross City Cycling
 - Milton Road
 - Histon Road
 - City Access - Call for Evidence
 - Western Orbital
 - A1307, Three Campuses to Cambridge
 - Other key transport projects
 - A10 Royston to Cambridge foot & cycleway
- 5.7 Substantial progress has been made on developing and delivering the transport infrastructure programme, with some schemes now either being delivered or approved for construction. As expected, the cycling schemes have proven to be the more easily deliverable schemes.

5.8 Key schemes to improve bus infrastructure and reliability and provide good public transport links between areas of new housing and new jobs are being developed. These include:

- Improving **movement and access in Cambridge City centre**, to deliver significant public transport improvements and tackle congestion: the Executive Board decided on 25th January to progress a work place parking levy scheme and develop highways measures to improve bus transit.
- High-quality bus and cycle links between the growth area in Cambourne/ Bourn (about 6000 new homes) and Cambridge: the City Deal Board agreed that the route alignment for the **Cambourne to Cambridge Scheme** providing the greatest economic benefit should be taken forward, with consultation on the route alignment planned later this year.
- The **Histon and Milton Road bus priority** schemes are being developed for statutory consultation with community input, given the importance of the urban environment impacts. These schemes will deliver improvements to bus priority in the North of Cambridge, to complete high-quality bus links from Northstowe new town (10 000 new homes) and to facilitate good public transport between Waterbeach, where 8-9000 homes are planned, and Cambridge.
- **Three Campuses to Cambridge scheme**: Decision due in March 2017 on high quality bus and cycle links to connect the 4 science Park campuses between Cambridge and Haverhill, for detailed scheme development.
- **Western Orbital Scheme**: early development of orbital links to the West of Cambridge, to connect new homes and jobs in the North and South of the City.
- **Early prioritisation of ‘Tranche 2’ priorities for 2020 onwards** – is underway to develop schemes ahead of the next decade. This work is being aligned with the development of the Cambridgeshire and Peterborough Combined Authority.

5.9 48% of Cambridge residents and 23% in South Cambridgeshire cycle at least weekly and about one third of all commutes by Cambridge residents are made by bike. The City Deal programme includes significant cycling investments, as high cycling rates

mean these have very significant economic and health benefits in Greater Cambridge:

- The construction of a cycle link between the A10 and Melbourn business park has been added to the programme and is underway
- The construction of a cycle super-highway between key employment locations around Cambridge and Cambridge North stations, the **Chisholm Trail cycle link** has been approved, subject to planning permission.
- Cross-city cycling – Phase 1 of the Arbury Road scheme (one of five in the package) is completed, and the remaining schemes are due to be completed by the end of 2017.

5.10 It is important to note that the larger infrastructure projects involve significant risk, as is the nature of such projects, and have unprecedented levels of community and stakeholder interest in them. The interest and risks are being managed by building community engagement capacity and ensuring the right relationships and capacity are in place well ahead of procurement. Risk management is considered monthly by the senior officer Programme Board and six-monthly by the decision-making Executive Board.

5.11 Following an external review of City Deal resources used to support transport initiatives a Transport Director has been put in place to lead a newly formed and dedicated City Deal transport team, primarily drawn from existing staff, to work closely with colleagues to better deliver transport improvements.

Housing

5.12 The Housing Development Agency (HDA) was established in March 2016, with investment from City Deal, to bring together City Deal partners' skills, land and finance to build new homes, including affordable housing, on public sector land. It will focus on the delivery of affordable housing and 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. A report showing the development framework within which the Council will provide new housing itself and the housing

dimension of the Devolution Agreement was provided to the Council's Housing Scrutiny Committee on 7 March 2017.

Skills

- 5.13 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 has been put in place to deliver the LEP's Signpost2Skills programme in Greater Cambridge.
- 5.14 This programme 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, with support from the LEP.
- 5.15 The total number of apprenticeships in Greater Cambridge in Quarter 4 of 2015/16 (the most recent data available) was 1,550. This is an 18% increase over that same quarter in 2014/15. Whilst clearly this is a relatively small sample size, so cannot be taken as a clear sign of success at this point, it indicates a positive trend. This growth is reflected across all levels of apprenticeship (higher, advanced and intermediate), as illustrated in Table 1.

Table 1: Growth in apprenticeships in GCP area

Level	Q4 2014/15	Q4 2015/16	Increase
Higher	40	60	50%
Advanced	460	600	36%
Intermediate	810	890	10%
GC total	1,310	1,550	18%

Smart City

- 5.16 The City Deal partnership has been working on 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 supports work to develop a smart city infrastructure, which will facilitate development of travel apps, wayfinding information at Cambridge station and other applications. The Smart Cambridge team has been working with the University of Cambridge to develop an Intelligent City Management Platform, which has the capability to take real time data from around the city which will then be used to both drive city management and innovation. Work has also been done with Cambridge Wireless to run a competition that will see 20 SMEs develop solutions to city challenges using this network, which is due to be launched on 21 March..

- 5.17 A travel planning application is being built by a local start-up called Building Intellect, using real-time city data, initially to be a multi-modal travel planner. This is due to be previewed on 21 March with a first generation app being deployed for the travelling public this summer. A study on integrated ticketing and payments, carried out by ARUP, will be completed shortly. The Smart Cambridge team has also commissioned the University of Cambridge to carry out a study on the potential application of autonomous vehicles on the Busway.

Consultations

- 5.18 Extensive consultation processes, using a variety of methods, have been attached to projects and these 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.
- 5.19 In the near future further consultations will take place about:
- The preferred route for Cambourne to Cambridge better bus journeys.
 - The extended cycling network, using community events.
- 5.20 **Local Liaison Forums (LLFS)** are in place provide regular dialogue between project team and members of the local community during the course of any major transport projects, ensuring interested parties are kept informed and can continue to have their say outside of formal consultation processes.

5.21 Details of LLFs can be found on the events calendar on the City Deal homepage. At present there are three LLFs for:

- Cambourne to Cambridge & Western Orbital
- Histon Road and Milton Road
- Chisholm Trail & Abbey-Chesterton Bridge

5.22 In addition stakeholder workshops have been held to discuss the Milton Road bus priority scheme and the walking and cycling improvements, which resulted in the City Deal Board designating mature tree as key design features. Part 1 and 2 of the Milton Road Stakeholder Workshop Report has now been published.

Governance

5.23 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.

5.24 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.

5.25 Recently the Executive Board agreed changes to ensure that its papers are published further in advance of meetings and that early access online to all questions going to a meeting are available. As a result of the changes, questions must now be submitted three working days ahead of the meeting and papers will be now published five working days before that.

5.26 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.

- 5.27 Central Government funding for future tranches of the City Deal will be subject to an independent assessment of the previous tranche's success in delivering economic growth. An independent panel is currently being set up to manage this assessment process.

Alignment with Combined Authority and Local Enterprise Partnership

- 5.28 The agreement of a Cambridgeshire and Peterborough Devolution Deal and **Combined Authority** presents a range of opportunities for joint work and alignment between the City Deal, Combined Authority and Local Enterprise Partnership, which are being explored by the 3 Partnerships.

6. Other growth-related strategic partnerships

- 6.1 Cambridge City Council has ceased its membership of the Key Cities Group in order to focus its capacity and efforts on partnerships with more local or more similar councils.
- 6.2 Cambridge City Council has continued to work with four other Fast Growing Cities 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 Government's tasking of the National Infrastructure Commission to review the Oxford-Milton Keynes-Cambridge corridor chimes with the goals of the Fast Growth Cities and provides a further conduit for Cambridge City Council and its partners to make the case for Cambridge to Government, as does the consultation on the Government's Industrial Strategy.
- 6.5 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 – Combined Authority update

- 7.1 The council gave the go-ahead to the devolution deal between local authorities in Cambridgeshire and Peterborough and the Government in November last year. The deal will enable funds to be drawn down from government that will hasten the delivery of affordable housing within Cambridge and across the wider area and support economic growth, development of local transport infrastructure and jobs. An elected mayor will chair a combined authority, which will include one representative from each of the local authorities.

Recent meetings of the Shadow Combined Authority

- 7.2 A detailed report giving an update on the combined authority and its arrangements was provided to Strategy & Resources Committee on 23 January. Since then the Shadow Combined Authority (CA) has met twice - on the 31 January and 22 February. The agendas and all the reports for these meetings are available on the County Council's website. The first meeting of the Combined Authority Board is expected to take place on 20 March and a further meeting in April. The annual meeting will take place at the end of May.
- 7.3 Agenda items at the shadow meetings to date have mainly focused on the arrangements needed to set up the new authority including

appointing a Returning Officer for the Mayoral elections (John Hill from East Cambs); agreeing to set up an Independent Remuneration panel to advise on the level of Mayoral allowance and to recruit an Independent Person as a member of the Audit and Governance Committee.

- 7.4 At the meeting held on 22 February the Shadow CA agreed a draft budget for submission to the CA in March and also agreed the Assurance Framework that will apply to the authority's funding, for submission to government. The expected 20 March CA meeting will take place earlier in the day so feedback can be provided at this S&R meeting (20 March).

Portfolio Holders

- 7.5 Following Councillor Steve Count's decision to step down as Chair the following interim portfolios have been agreed (the new Mayor may wish to review these):

- Councillor Robin Howe - Fiscal and Chairman
- Councillor Steve Count - Public Service Reform
- Councillor John Clark Economic Growth (including Business Support)
- Councillor Lewis Herbert - Communities
- Councillor John Holdich - Skills and Training and Deputy Chairman
- Councillor James Palmer - Transport and Infrastructure
- Councillor Peter Topping - Housing

Parliamentary Order

- 7.6 At the time of writing this report the Parliamentary Order had gone through the Commons and was on its way to the Lords with an expectation it will be signed off by mid-March.

Overview and Scrutiny

- 7.7 The Shadow CA has started the process of establishing an overview and scrutiny committee. The constituent councils have been appointing scrutiny members and Councillors Bick and Baigent were confirmed as the city council's members at the Council meeting on 22 February.

- 7.8 A workshop for the members of the new Overview and Scrutiny Committee is being arranged with the Centre of Public Scrutiny, who have experience of working with combined authorities on their scrutiny arrangements and knowledge of best practice in established Combined Authorities. Once all members have been confirmed by their constituent councils it is hoped that a date for this can be agreed in March. This workshop will help inform how the Overview and Scrutiny Committee will work going forward. It is likely that the first formal scrutiny committee will take place in June following the annual meeting of the CA.
- 7.9 The Shadow CA Board has agreed to recruit a full time Scrutiny Officer to support the committee which is out to recruitment with a closing date of 24 March.
- 7.10 The City Council agreed its own approach to scrutinising the council's representative to the Combined Authority at its Civic Affairs meeting on 15 February.

Housing

- 7.11 The Housing business case for the £100m and £70m grants has had support from civil servants and we are awaiting formal sign-off by the government over the next few weeks. A report on the £70m allocated for housing in Cambridge was provided to the Council's Housing Scrutiny Committee on 7 March 2017.

8. Cambridge Community Safety Partnership (CSP)

- 8.1 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 Leader is the council's representative in the CSP's Board.
- 8.2 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; decide what actions can be taken collectively, add value to the day-to-day work undertaken by the individual agencies, and understand what difference the partnership has made.

8.3 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. It has been subject to two annual reviews, based on further strategic assessments, with the second review published in November 2016.

8.4 A detailed action plan, within the strategy's broad framework, is published year on year, taking into account the findings of the annual review. This is because new problems or areas of concern can appear from local research that the partnership will want to respond to, so the priorities in the three year plan can be amended to reflect these. The partnership now receives **quarterly assessments**, each containing a deep dive for a priority area, which is reviewed at partnership meetings. This has meant that the partnership can better react to emerging issues or patterns of crime and disorder within the current year.

8.5 The priorities for year three of the **Community Safety Plan (2016/17)** are:

- All violence, including domestic violence
- Exploitation
- Personal property crime – identifying and responding to trends
- Antisocial behaviour within vulnerable groups

The partnership will also continue to track and support County led work on reducing re-offending keep a watching brief on road safety issues.

8.6 In the latest quarterly assessment (Quarter 2) presented in October 2016 to the partnership some of the target indicators used to assess progress against the priorities have shown increases for the quarter above their three year average. The next quarterly assessment will be provided in February 2017 and as well as giving an overview will take a more in-depth look at the partnerships "all violence including domestic violence" priority area.

8.7 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. For 2016/17

the Police and Crime Commissioner allocated nearly £40,000 to Cambridge CSP to help with the local delivery of objectives in the Cambridgeshire Policing Plan. This funding has been allocated by Cambridge CSP to a range of local projects that have been commissioned by lead officers within multi-agency task groups set up by the partnership to oversee work in each of its priority areas and to monitor progress.

Current projects by priority area

8.8 All violence including domestic violence

- Safe refuge doorman – enables the safety of volunteers and clients during the night-time economy Taxi marshals – manages the flow of people leaving the city centre during the night-time economy
- Care venue – helps alleviate some pressure on frontline emergency services
- Bobby scheme – secures homes of victims of domestic abuse, the elderly and vulnerable
- Healthy relationship work with young people provision to six city secondary schools
- Rape crisis telephone helpline.

8.9 Personal Property Crime

- Cybercrime conference – to raise awareness of this crime and to consider local priorities.

8.10 Antisocial behaviour within vulnerable groups

- Supporting people and preventing anti-social behaviour (Phase 3) – to mainstream the work that was piloted to support people involved in street based ASB with needs relating to mental health, drug and alcohol issues, working with Street Aid.

8.11 To continue to track and support County led work on:

- Reducing re-offending – Integrated Offender Management (IOM) Interventions offering practical support for clients on the IOM Programme such as identification.

- 8.12 The Cambridge CSP meets quarterly and requires project priority lead officers to submit progress reports, which are considered by the partnership at its meetings against the context provided by the quarterly assessment. Where an indicator or progress report seems to be falling short of its target the partnership can decide on the remedial measures that need to be taken.
- 8.13 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. For 206/17 this fund was £20,000. 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.
- 8.14 In May 2016 a new **Police and Crime Commissioner (PCC)** for Cambridgeshire and Peterborough was elected. A new Police and Crime Plan 2017-2020 is presently being prepared and a draft framework for this has been set out. The plan will centre around four key themes:
- Victims
 - Offenders
 - Communities
 - Transformation
- 8.15 The draft PCC plan does not yet include performance measures and these are currently being developed. The **Policing Plan** will be published by March 2017. Early indications are that there will be changes in the way crime and disorder reduction grants are awarded to Community Safety Partnerships. It seems that the grant will not be automatically awarded in April, as previously the case, and that the commissioner will want to check how each area's proposed use of the grant will align with the Police and Crime Plan. All six CSPs will be invited to meet with the PCC to submit evidence-based spend intentions with the maximum amount which could be available to the partnership is £39,000.
- 8.16 The Council also has a representative, Councillor Baigent, in the **Cambridgeshire Police and Crime Panel**, which oversees and scrutinises the work of the PCC. The PCC is required to consult with the Panel on his plans and budget for policing, as well as the

level of council tax and the appointment of a Chief Constable. The panel will maintain a regular check and balance on the performance of the Commissioner.

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

- 9.1 Cambridgeshire's Health and Wellbeing Board ("the Board") and its network 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 the Board is Councillor Abbott.
- 9.3 This year representation from NHS organisations was increased within the Board to give it a better balance between local authorities and the NHS. There was concern that the committee was taking on a scrutiny role, which is the domain of the county **Health Committee**, rather than an advisory role. The Board meets bi-monthly. The Council's representative in the Health Committee is Councillor Abbott.
- 9.4 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.
- 9.5 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. Currently a "New Housing Developments and Built Environment" JSNA is being prepared. Progress in improving the health and wellbeing of local populations is assessed in the Director of Public Health's annual report.

9.6 The **Annual Public Health Report** (APHR) for 2015/16 adds a broader focus, looking at changes and trends in public health outcomes over recent years. The APHR 2016/17 report highlights sources of information about Local Health (a tool provided by Public Health England) and supports three opportunities for public health action in Cambridgeshire, building on the priorities of the previous report. These are:

- 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.

9.7 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 current Cambridge Local Health Profile is for 2015 and 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”.

9.8 This year the work of the Cambridgeshire Health and Wellbeing Board has been heavily influenced by the emergence of Cambridgeshire and Peterborough’s five year **Sustainability and Transformation Plan (STP)**, which was published on 21 November 2016 by the Cambridgeshire and Peterborough Clinical Commissioning Group.

9.9 This plan helps address issues highlighted in its Evidence for Change document (March 2016) and develops a response to an interim STP summary (July 2016) that forecast a deficit for the local health care system of £250m in addition to the £250m of savings and efficiency plans individual Trusts and the Clinical Commissioning Group need to deliver. The scale of the change

required is significant and it is recognised that delivery will be challenging.

- 9.10 The STP sets out how a successful local NHS health care economy can be delivered in its “Fit for the Future” programme. This includes new locality and system-wide governance. At the same time the county council through its **Transforming Lives** strategy is looking to develop a new approach to social care and deliver the requirements of the Care Act, its Older People’s Programme and the Better Care Fund.
- 9.11 Partners in the local health and care system are looking to work together to find solutions to the challenges they are facing and are trying to align healthcare, public health and social care. The integration of local health and social care is likely to be a future part of the delivery of a phase of the **Devolution Agreement**.
- 9.12 To assist the different NHS organisations in working closer together a **Memorandum of Understanding** (MoU) setting out behaviours and principles that will promote joint working has been agreed between them. A variant that takes into account local authority governance has now been signed by the county and unitary authority. It is expected that district councils will also sign up once the contribution of district councils has been clarified. It has been said that being a part of the MoU does not imply support for the STP but in practice most solutions to the challenges posed by the STP will require joint working.
- 9.13 The Health and Wellbeing Board is seen as the partnership body where partnership working is promoted and this has been the place where the MoU has been discussed with district councils. The Board has also considered some of the governance arrangements for the STP, including the establishment of officer Area Boards for local NHS organisations to discuss their plans for services with partners. Overall the number of forums has reduced, and are being reviewed, but the council is still faced with deciding where it can best influence partners, promote our contribution to improving wellbeing and ensure the best outcomes for local

people. The council presently has an officer representative in the Area Board and Healthy Ageing and Prevention Steering Group.

- 9.14 A **Public Health Reference Group** presently reports to the Health and Wellbeing Board and involves district public health leads in developing approaches to public health that support the Director of Public Health's priorities of mental health (particularly for children), promoting physical activity and reducing the isolation of older people. These priorities coincide with priorities for the council and so there are opportunities for the Council to contribute and to look to align some of our current work. Recently the council's sports development team were involved in a successful project, supported by funding from public health, to promote physical activity across Cambridgeshire.
- 9.15 The county Public Health service is presently looking to work closer with district councils and is preparing a district council and public health delivery plan to build on what is being done locally and to provide additional support from its specialist advisors where it is needed. Recent business of the Board has included looking at the CCG's Mental Health Strategy Framework, Primary Care Strategy – GP Recruitment and Retention, Pharmaceutical Needs Assessment and Better Care Fund Planning.
- 9.16 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 the City Council's Executive member for Communities. The main role of the CLHP is to inform the Executive member and the member representing the council in the Board about local health and social care issues, so that the interests of Cambridge's residents can be taken into account by the HWB Board, and to promote local partnership working.
- 9.17 Recently the CLHP has 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. The HWB Board meets on

alternative months – six times a year – so there are meetings where the CLHP won't be able to consider HWB Board agenda.

10. Cambridgeshire's Children's Trust

- 10.1 The Children's Trust Executive Partnership is a small body consisting 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, that sits at the centre of a network aimed at supporting partnership working and facilitating local activities that are delivered to children, young people and their families.
- 10.2 The Executive Partnership has taken on the lead role for reporting annually on progress towards Priority 1 of the county Health and Wellbeing Strategy, "Ensure a positive start to life for children, young people and their families". Its latest report was submitted to the Health and Wellbeing Board on 19 January 2017.
- 10.3 The priorities for the Children's Trust (2014-17), which were developed from the views of partners in the Executive Board and Area Partnerships, 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
- 10.4 The Children's Trust Executive Group meets twice a year and it is expected that the bulk of its work is carried out by the Area Partnerships whose members come together to address local needs and develop actions that add value to the work of any one organisation. All of the three partnerships in Cambridgeshire, East Cambridgeshire and Fenland, South Cambridgeshire and Cambridge City and Huntingdonshire have a track record of developing projects on small or zero budgets, testing new ideas and approaches.
- 10.5 Cambridge City Council does not have a representative in the Children's Trust Executive Partnership, instead working through

the Local Area Partnership (South Cambridgeshire and Cambridge City).

10.6 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 Partnership
- Escalate issues and barriers for resolution
- Highlight local trends and gaps within existing service provisions
- Facilitate networking and collaborative working within a local context

10.7 Each Local Area Partnership has developed its own local plan.

This plan identifies local activities that are delivered collectively with local partners to meet the needs of families. This is an officer group and the Council's Children's and Young People's Services Manager is involved in it. The Council has a duty under Children's Act 2004 to work in partnership with other statutory organisations to achieve positive outcomes for children.

10.8 The key work strands for the South Cambridgeshire and Cambridge City Local Area Partnership in 2016/17 includes:

- The "Heads Up" project that provided early mental health support in schools for 4 – 11 year old children. From the initial sessions staff were able to identify those who needed additional support
- Assisting the Together for Families project to offer the "Think Family" approach to other organisations, particularly those in the community and voluntary sector
- As part of the Accelerating Achievement programme the partnership is working with the Collaborative Outreach Network to develop local projects with young people to raise aspirations, especially for vulnerable groups
- Working with Arts and Minds to offer "Arts on Prescription" project to two local schools in Cambridge

- Supporting the roll-out of the “Tough Love” project in secondary schools and community settings.

10.9 A phase one consultation document was published in December 2016 as part of the county’s **Children’s Change Programme**. It outlined how children and young people’s services could be delivered in a different way, integrating the Social Care and Enhanced and Preventative Services into a single management structure. This will involve bring together specialists and locality teams into a single district team under one manager. This may help reduce some duplication and make the service a bit sharper but could involve the loss of senior posts to achieve savings at a time when demand for services seems to be increasing and the gap in levels of achievement between pupils in receipt of pupil premium and other groups is deteriorating.

10.10 It is not clear in what format **Children’s Centres** or the **Together for Families** initiative will emerge. The Local Area Partnerships will remain in place although the coordinator post will be moved into a different county council directorate and the hours assigned to it reduced by one day – so the level of officer support available to the locality partnerships will be less.

10.11 A response to the concerns raised during the consultation was published at the end of January 2017. The Area Partnerships will have a further opportunity to give their views about proposed arrangements for the delivery of children and young people’s services in their localities before they are put in place.

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.

As part of the Budget Setting Report, the City Deal partner councils agreed to contribute 40% of their New Homes Bonus funding to the development and implementation of the City Deal.

(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/>

[City Deal Progress Report](#)

Key Cities Group

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

Shadow Cambridgeshire and Peterborough Combined Authority Papers

https://cmis.cambridgeshire.gov.uk/ccc_live/Committees/tabid/62/ctl/ViewCMS_CommitteeDetails/mid/381/id/40/Default.aspx

Proposed City Council Scrutiny of its Representative on The Cambridgeshire And Peterborough Combined Authority, Civic Affairs Committee 15/2/2017

<http://democracy.cambridge.gov.uk/ieListDocuments.aspx?CId=179&MId=3037&Ver=4>

New Housing by the Council, Housing Scrutiny Committee, 7/3/2017

<http://democracy.cambridge.gov.uk/documents/s38140/2017.02.15%20Final%20HC%20revised.pdf>

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/>

Police and Crime Panel

https://cmis.cambridgeshire.gov.uk/ccc_live/Committees/tabid/62/ctl/ViewCMS_CommitteeDetails/mid/381/id/35/Default.aspx

Cambridgeshire's Health and Wellbeing Board

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://cambridgeshireinsight.org.uk/health/aphr>

Cambridge Local Health Profile 2015

<http://fingertipsreports.phe.org.uk/health-profiles/2016/e07000008.pdf>

Cambridge Local Health Partnership

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

Children's Trust and Area Partnerships

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

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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