



## ANNUAL REVIEW OF STRATEGIC PARTNERSHIPS

**To:**

Councillor Mike Davey, Leader and Executive Councillor for Transformation Strategy & Resources Scrutiny Committee 1 July 2024

And

Councillor Cameron Holloway, Executive Councillor for Health and Community Safety

Environment & Communities Scrutiny Committee 27 June 2024

**Report by:**

Andrew Limb, Assistant Chief Executive

Tel: 01223 - 457004 Email: Andrew.Limb@cambridge.gov.uk

**Wards affected:**

All

Not a Key Decision

### 1. Executive Summary

This report provides an annual report on the work of the key strategic partnerships that the Council is involved in; and covers the recent decisions on the Cambridge & Peterborough Combined Authority.

### 2. Recommendations

That the Leader:

- a) Note the achievements and progress of the key strategic growth and economy-related partnerships that the City Council is engaged with, as detailed in paragraphs 3.3 – 3.41.
- b) Note the recent decisions of the Cambridgeshire & Peterborough Combined Authority Board at Appendix A & B, and invite the City Council's representative to provide an update.

That the Executive Councillor for Health and Community Safety:

a) Work more closely with the Health and Wellbeing Board and Integrated Care Partnership and its sub-system (as detailed in paragraphs 3.42 – 3.46 below) to ensure that the City Council’s role in prevention and wellbeing working in partnership with other public agencies can address the health needs and concerns of Cambridge residents.

b) Continue to work with partners within the framework of the Cambridge Community Safety Partnership (as detailed in paragraphs 3.47 – 3.53 below), identifying local priorities and taking action that will make a positive difference to the safety of communities in the city.

### **3. Background**

3.1 A summary of the activities of each of the key strategic partnerships, and in particular their impact on Cambridge, is set out below.

3.2 In the context of increased Government interest in Cambridge and the growth of its economy, Cambridge City Council will continue to work through the partnerships mentioned here, and other channels, to develop and inform plans for sustainable and inclusive growth in the area.

#### **Cambridgeshire & Peterborough Combined Authority**

3.3 The mission of the Combined Authority is to make life better, healthier, and fairer for all. Cambridge City Council is one of seven constituent members, and the Council is represented on the Executive Board by Cllr Anna Smith.

3.4 The Best Value Notice issued by Government in January 2023 was replaced in January 2024 by a revised Notice. An Improvement Board, chaired by Richard Carr, has continued to oversee the Authority’s development and delivery of an Improvement Plan.

3.5 As part of this work, the Authority has been working with partners and stakeholders to develop a “shared ambition” for the area, and to develop a “State of the Region” data and evidence dashboard, which builds on the City

Council pioneering 'State of the City' report. These are due to be completed in 2024.

3.6 During 2023/24, the Authority adopted a Local Transport and Connectivity Plan, and pursuant to that has invested in exploring options to improve bus services, through an enhanced partnership or potentially through bus franchising, subject to approval of business case.

3.7 Through a Mayoral Precept, the Authority has been able to fund a number of bus routes to enhance the existing network, including 5 routes serving Cambridge.

3.8 As part of its budgetary process in 2023/24, the Combined Authority allocated £1.5m for the Cambridge Civic Quarter project, and a further £3m for the regeneration and development of cultural and creative facilities. The Combined Authority also allocated £1m to Greater Cambridge Impact.

3.9 As part of the £1.2m of Shared Prosperity Fund previously allocated to Cambridge, the City Council has been able to fund and commission a range of projects to support an inclusive and sustainable economy in the city, including Green Business Grants, Focus on Abbey and work to support markets in the city.

3.10 The Cambridgeshire & Peterborough Combined Authority Executive Board met on 20<sup>th</sup> March and 5<sup>th</sup> June. The decision sheets from those meetings are attached as Appendices A & B. Committee members are invited to comment. Any questions arising will be forwarded to the Council's representative on the Board to respond to.

### **Greater Cambridge Partnership (GCP)**

3.11 Following extensive public consultation in 2022/23, the GCP Executive took the decision in the Autumn of 2023 not to proceed with the Sustainable Travel Zone (STZ) that had been proposed as part of the "Making Connections" programme.

3.12 Work done on the programme and feedback from the consultation will inform thinking about the nature and scale of the challenges and how these might be taken forward in the future.

3.13 Other projects in the GCP transport programme continued, including Milton Road construction, and consultation on Hills Road, Addenbrooke's

roundabout, Queen Anne Terrace and various greenways. The GCP also worked with partners to fund 30 new electric buses.

3.14 On skills, the GCP supported Cambridge Regional College's Apprenticeships, Jobs & Careers Fairs.

3.15 During 2023/24, the GCP's Smart Cambridge programme:

- trialled smart sensors in Cambridge to make it safer for people to cross the road by using Artificial Intelligence (AI) to reduce waiting times for pedestrians and road users;
- launched the Innovation Prospectus, to give innovators the opportunity to collaborate with the GCP on pioneering projects to help shape the way we travel and improve daily journeys across Greater Cambridge;
- collaborated with Citymapper and ITO World to provide real time data for their app.

3.16 Going forward, the GCP will work with partners in Cambridgeshire County Council and the Cambridgeshire & Peterborough Combined Authority to develop the Greater Cambridge Transport Strategy to support the emerging joint Local Plan under the umbrella of the CPCA's Local Transport and Connectivity Plan.

### **Fast Growth Cities group**

3.17 The Fast Growth Cities group is an informal partnership of councils representing cities that are experiencing high levels of growth, fuelled by knowledge-intensive economies. They are Cambridge, Norwich, Milton Keynes, Oxford, Swindon and Peterborough.

3.18 In the summer of 2023, the Fast Growth Cities group published a [report](#) highlighting the strengths of their economies and their impact on the wider UK economy, and making the case to Government and others for support and investment.

3.19 In Cambridge's case, the evidence and research from this work with Fast Growth Cities group partners has informed the work we have contributed to discussions with Government on their "*Case for Cambridge*".

### **Oxford-Cambridge Pan-Regional Partnership (PRP)**

3.20 The Oxford-Cambridge Pan-Regional Partnership was created to "secure a future in which our communities prosper from the very best in environmentally sustainable ways of living and working. We collaborate to

accelerate economic opportunities created through the region's innovation strengths to achieve significant environmental enhancements and to unlock investment for inclusive, high quality sustainable development.”

3.21 During 2023/24, the Partnership appointed a Managing Director, Richard Hutchins. Cambridgeshire is represented on the PRP Board by Mayor Nik Johnson, Mayor of Cambridgeshire & Peterborough.

3.22 The Chair of the C&P Business Board, Al Kingsley, also sits on the PRP Board. Cllr Bridget Smith, Leader of South Cambridgeshire District Council leads on the environment for the PRP. Cambridge University and Anglia Ruskin University are active on the Oxford Cambridge Supercluster.

3.33 The PRP has established a programme of work under four themes:

- Environment & Sustainability
- Innovation & Economy
- Data Observatory
- Conferences & Events

### **Cambridge BID and Visit Cambridge**

3.34 The Council (the Executive Councillor for Economy & Skills) sits on the Board of the Cambridge BID (Business Improvement District) which has undertaken many initiatives and activities this year to support local businesses and enhance the city for residents and visitors.

3.35 The Visitor Economy has been a key focus of our partnership work this year, leading to a proposal by the BID to establish a new Accommodation BID for Greater Cambridge funded by a visitor levy. The levy has the potential to generate circa £9m over a 5-year business plan and offers the opportunity to achieve a step change in the way the visitor economy is managed.

3.36 We are also working with the BID and our Visit Cambridge Partners, Kings College and Curating Cambridge on a Destination Management Plan which is due to complete in Autumn 2024.

3.37 This will provide a strategic vision and joint plan with wider stakeholders to manage and develop Greater Cambridge as a destination with a focus on the needs of visitors, businesses and residents and improving economic, social and environmental impacts.

3.38 Other important areas of work with the BID include community safety - including retaining Cambridge's Purple Flag status - and offering free events

to bring vibrancy to the city. These include the organising and funding the Cambridge Christmas Lights and switch on event and support for our City Events' Out of the Ordinary Street Arts Festival.

### **Innovate Cambridge**

3.39 Our partnership with Innovate Cambridge has focused on work to ensure that social inclusion and sustainability lie at the heart of its strategy to ensure that Cambridge remains the leading innovation cluster in Europe.

3.40 One of three core priorities in its emerging programme of work launched at the Innovate Cambridge October Summit last year is to “*Ensure that the innovation ecosystem provides value and impact for the local community*”.

3.41 The Innovate Cambridge Strategic Implementation Plan also includes an ambition to establish ‘The Cambridge Pledge’ linked to the development of the Greater Cambridge Impact Fund as a vehicle for successful entrepreneurs to invest in the Fund and play their part in addressing inequality. Innovate Cambridge’s Executive Director continues to play a key role on the Fund’s Development Board.

### **Health Partnerships – Integrated Care System**

3.42 Many services in the Council aim to improve and maintain the health of our local population. Air quality, food safety, damp in homes, access to outdoor green spaces, supporting exercise referral programmes, tree canopy expansion, providing high quality housing, adapting existing homes, enabling a thriving voluntary and community sector that helps tackle loneliness and isolation are just a few examples of the preventive health work undertaken.

3.43 This year, ICS partnership boards have worked towards setting shared local priorities and building stronger partnerships with local stakeholders. The Council sits on the core health partnerships: the South ICB Strategic Board, the Integrated Neighbourhood Executive Board, the Preventative and Personalised Care Board.

3.44 The Council has significant opportunities to influence and promote the preventative health agenda through its connections to others, as well as playing a coordinating role for harnessing resources. Health based partnership working has brought additional value to residents by joining up local organisations to attract external funding. The £1.8 million WorkWell

programme covering Cambridgeshire and surrounding areas will bring new resource as it develops across Cambridgeshire, supporting those with health conditions to maintain or return to work.

3.45 The management of an ICS grant funded programme by the Council has created opportunities for several partnership projects. These projects themed around young people's mental health, frailty and high support needs, have focused on the inventive delivery and aim to strengthen existing connections within the local eco system.

3.46 A piece of work is currently underway to map all health-related work across the council, to ensure we're joining up where possible and making the best use of resources available.

### **Cambridge Community Safety Partnership ("the CSP")**

3.47 The Cambridge CSP is a statutory partnership under the Crime and Disorder Act 1997, requiring Local Authorities, Police, Fire Service, Probation and Health partners to come together to formulate and implement strategies to tackle crime, disorder and antisocial behaviour. Cambridge City Council co-ordinate and chair the Cambridge CSP.

3.48 The Cambridge CSP also has the statutory responsibility to oversee any Domestic Abuse Related Death Reviews (previously known as Domestic Homicide Reviews) and subsequent learning action plan, where the victim was a Cambridge City resident.

3.49 The Cambridge CSP also has a number of non-statutory partners which enhance the work of the partnership including Cambridge Council for Voluntary Services, Cambridge Business Against Crime, Office of the Police and Crime Commissioner, University of Cambridge and Anglia Ruskin University.

3.50 The Cambridge CSP continues to seek to understand the community safety issues residents, visitors and local businesses are experiencing and select issues where the CSP feels it can add value and take appropriate collective action to make a difference.

3.51 Following the annual evidence based Strategic Assessment, the CSP decided on the following priority for 2023 – 2025:

- Reducing Violence in our City Centre

1.6 The partnership will deliver this in two key ways:

- Developing educational campaigns to prevent violence, focussing on younger people.
- Working together to increase safety in our city centre

3.52 Over the life of the strategy the CSP will:

- create educational resources on county lines
- deliver an ambassador programme for young people to prevent sexual violence
- have more police in the city centre in the right place at the right time
- train businesses in the night-time economy to identify predatory behaviours and prevent offences
- have more taxi marshals to help people get home safely from a night out
- have more CCTV in the market square and city centre green spaces
- deliver targeted interventions to 18 to 25 year olds who receive short-sentences for violence offences.

3.53 The success of the strategy is monitored quarterly by the CSP. The City Council's Executive Councillor for Community Safety is a voting member of the CSP and attends the CSP meetings where the work of the partnership is reported.

### **Voluntary & Community Sector infrastructure partnership**

3.54 The City Council part of a steering group of public and voluntary sector infrastructure organisations who have agreed to work closer together as partners, investors, and allies to the Voluntary, Community, Social Enterprise and Faith (VCSEF) sector, identifying opportunities to collaborate, simplify and streamline processes and funding opportunities.

3.55 The group is in the early stages of formation, with Terms of Reference in draft form. The steering group has identified the following areas of likely focus:

- Developing a shared narrative and compact showing commitment to VCSEF
- Implementing a systematic and co-ordinated approach to volunteering across the county
- A consistent and proportionate approach to measuring impact for VCSEF and provide appropriate assurance around value for money
- Work with the VCSEF sector to better understand their needs and how we can support them.



- Coordinate infrastructure funds across all organisations to identify what is invested, where and by which organisation, as well as identify any gaps across the geography.
- Explore consistent long-term funding across the system to make it easier for the sector to apply via aligned governance i.e. one form, one funding, integrated approach, due diligence and assurance.
- Review and provide oversight of sector stability and discuss risks and joint mitigations

3.56 The aspirations of this steering group closely align with the City Council's aspirations of building community wealth and developing an approach to community funding which looks to maximise wider funding opportunities.

### **Partnership by default**

3.57 In addition to the strategic partnerships mentioned above, the City Council has adopted a “partnership by default” principle, and works in partnership with statutory, VCSEF and private sector partners to achieve a range of policy priorities and objectives, including environmental priorities. These include:

- the RECAP partnership on waste in Cambridgeshire;
- Action on Energy, a partnership of Cambridgeshire councils to promote and deliver retrofit and energy advice for residents;
- the Cambridge City Leaders Climate Change Group (an informal group of private and institutional leaders committed to working together collaboratively to tackle climate change) and
- the Cambridge Food Poverty Alliance and Cambridge Sustainable Food, which secured Gold status for Cambridge in the last year.

### **Shared Services**

3.58 The City Council is also a strategic partner in a number of shared services with South Cambridgeshire District Council and Huntingdonshire District Council. Some services, including waste, planning and internal audit are shared on a two Council basis with South Cambridgeshire. CCTV is shared on a two Council basis with Huntingdonshire. Others are shared on a three Council basis with South Cambridgeshire and Huntingdonshire, including legal, ICT, building control, and Cambridgeshire Home Improvement Agency.

3.59 These arrangements allow the Council and its partners to benefit from economies of scale, increased purchasing power and a structure that allows the recruitment and retention of a wider range of specialisms among staff.

## **4. Implications**

### **a) Financial Implications**

4.1 The City Council contributes £5,000 to the costs of the Fast Growth Cities Group each year, and £10,000 to the Ox-Cam Pan-Regional Partnership. *Page: 10*

4.2 The City Council made a contribution of £50,000 to the Innovate Cambridge partnership, to help fund its work to advance sustainable and inclusive development of the innovation ecosystem in the Cambridge area, and to leverage in contributions from other bodies.

### **b) Staffing Implications**

4.3 A number of officers work with strategic partners and support city council members to engage in these partnerships, as part of their core functions. There are no direct staffing implications arising from the recommendations in this report.

### **c) Equality and Poverty Implications**

4.4 An Equality Impact Assessment has not been produced as there are no equalities impacts arising from the decisions recommended in this report.

4.5 It is expected that continued engagement in the strategic partnerships mentioned will support the Council achieving its equalities objectives.

### **d) Net Zero Carbon, Climate Change and Environmental Implications**

4.6 There are no direct net zero, climate change or environmental implications of the decisions in this report.

4.7 It is expected that continued engagement in strategic partnerships will support the Council achieving its environmental objectives, not least working with a wide range of stakeholders through RECAP, Action on Energy and the City Leaders' Climate Change Group.

### **e) Procurement Implications**

N/A

## **f) Community Safety Implications**

4.8 Continuing to work with the Community Safety Partnership will enable the Council to achieve its community safety ambitions, as described in paragraphs 3.47 – 3.53.

## **5. Consultation and communication considerations**

N/A.

## **6. Background papers**

6.1 Background papers used in the preparation of this report:

**[Fast Growth Cities Economic Research](#) – the case for investment**

Cambridge-Oxford Partnership [mission statement and strategic priorities](#)

Cambridgeshire and Peterborough Combined Authority [Best Value Notice](#)  
January 2024

## **7. Appendices**

**Appendix A** [Decision Sheet](#) from Combined Authority Executive Board meeting, 20<sup>th</sup> March 2024

**Appendix B** [Decision Sheet](#) from Combined Authority Executive Board meeting, 5<sup>th</sup> June 2024

**Appendix C** [Chief Executive's Highlight Report](#) to the Combined Authority Executive Board meeting, 5<sup>th</sup> June 2024

## **8. Inspection of papers**

To inspect the background papers or if you have a query on the report please contact Andrew Limb, Assistant Chief Executive, tel: 01223 - 457004, email: [andrew.limb@cambridge.gov.uk](mailto:andrew.limb@cambridge.gov.uk)