

QUARTERLY UPDATE REPORT ON KEY PARTNERSHIPS**To: Cabinet****Date: 24th May 2011****From: Chief Executive****Electoral division(s): All****Forward Plan ref: Not applicable****Key decision: No**

Purpose: In order to update Cabinet and enhance accountability of the activities of key strategic partnerships it has been agreed that a quarterly report should be produced. This paper provides the latest quarterly update report on the following six partnerships:

- A) Cambridge Children's Trust (pages 1-3)**
- B) Cambridgeshire Care Partnership (pages 4-5)**
- C) Cambridgeshire Horizons (pages 5-6)**
- D) Safer and Stronger Thematic Partnership (formerly Community Safety Strategic Partnership) last meeting In March) (6-7)**
- E) Greater Cambridge Partnership (pages 7-10)**
- F) Community And Wellbeing Partnership (10-11)**

Recommendation: Cabinet is asked to note the content of the report.

Officer contact:		Member contact	
Cambridge Children's Trust			
Name:	Mary Whitehand	Name:	Cllr David Brown
Post:	Head of Planning and Partnership	Portfolio:	Children and Young People's Services
Email:	Mary.whitehand@cambridgeshire.gov.uk	Email:	David.brown@Cambridgeshire.gov.uk
Tel:	01223 718165	Tel:	01223 699173
Cambridgeshire Care Partnership			
Name:	Claire Bruin	Name:	Cllr Catherine Hutton
Post:	Director: Adult Support Services	Portfolio:	Adult Services
Email:	Claire.bruin@cambridgeshire.gov.uk	Email:	huttonc@uwclub.net
Tel:	01223 717001	Tel:	01223 699173
Cambridgeshire Horizons			
Name:	Graham Hughes	Name:	Cllr Nick Clarke
Post:	Service Director: Growth and Infrastructure	Portfolio:	Leader of the Council
Email:	Graham.Hughes@cambridgeshire.gov.uk	Email:	Nick.clarke@cambridgeshire.gov.uk
Tel:	01223 717498	Tel:	01223 699173
Community Safety Strategic Partnership			
Name	Helen Turner	Name:	Cllr MacMcGuire
Post:	Community Safety Manager	Portfolio	Cabinet Member for Community Engagement
Email:	helen.turner@cambridgeshire.gov.uk	Email:	mac.mcguire@cambridgeshire.gov.uk

Tel:	01354 622503	Tel:	01223 699173
Greater Cambridge Partnership			
Name:	Guy Mills	Name:	Councillor Matthew Shuter
Post:	Economic Development Manager	Portfolio:	Enterprise
Email:	Guy.mills@cambridgeshire.gov.uk	Email:	mshuter@btinternet.com
Tel:	01223 717662	Tel:	01223 699173
Community and Well Being Partnership			
Name:	Doctor Liz Robin	Name:	Councillor Martin Curtis
Post:	Director of Public Health	Portfolio:	Health and Well Being
Email:	liz.robin@cambridgeshire.nhs.uk	Email:	Martin.Curtis@cambridgeshire.gov.uk
Tel:	01223 725299 01223 725401	Tel:	01223 699173

A) CAMBRIDGESHIRE CHILDREN'S TRUST

- 1.1 Cambridgeshire Children's Trust Board replaced the Children and Young People's Strategic Partnership in November 2009. Partners involved in the Trust Board include: district, city and county councils, police, fire and rescue, health providers and the primary care trust, probation service, Jobcentre Plus, and representatives from early years settings, schools, colleges, the voluntary and community sector and the Local Safeguarding Children Board (LSCB).
- 1.2 The Children's Trust Board takes responsibility for the strategic commissioning of services for children and young people in Cambridgeshire in order to improve outcomes. It is not a separate organisation and each partner retains its own functions and responsibilities, though all can through the Trust pool budgets or share other resources if so determined. The Trust should encompass and support all of the work of partners to improve outcomes for children and young people.
- 1.3 The Board was originally set up to meet at least 3 times a year setting the strategic direction of the Trust (see paragraph 1.7 below for most recent changes). It has been supported by the Trust Executive which was responsible for implementing the strategy, the 3 Area Partnerships operating at the more local level and task and finish groups for specific pieces of work.
- 1.4 Cambridgeshire County Council is represented on the Trust Board through the Lead Member for Children and the opposition Spokesmen. The Board is chaired by the Lead Member for Children and supported by the Executive Director Children and Young People's Services. Safeguarding is of high importance to the Trust Board and the Independent Chair of the LSCB sits on the Trust Board in her capacity to both support and challenge the work of the Trust.

SUMMARY OF ACTIVITY

- 1.5 The Children's Trust Board last met on 28 February.
- 1.6 The Trust has been reviewing how it operates in order to reduce bureaucratic processes and resource spent on meetings, respond to the new environment and changes to

commissioning arrangements around health and education, and particularly to support determination of priorities and action at the most local level.

1.7 The meeting in February finalised the new arrangements which include:

- Strengthening the role of local boards, currently presented as three Trust Area Children and Young People's Partnerships, through development activity, new roles and responsibilities, improved representation at a senior level from relevant county and local organisations.
- Decommissioning the Trust Executive Group
- Reducing the number of Trust Board meetings to two each year to set priorities and review progress.

1.8 The Trust Board has set an overarching aim and four strategic priorities to inform the work of partners. These are:

- To reduce inequality in outcomes for all children and young people in Cambridgeshire
- To improve outcomes for every child and young person through accessible and high quality service provision
- To narrow the gap in education and health outcomes for vulnerable children and young people
- To keep children and young people safe
- To support change to achieve benefits for children and young people

1.9 Alongside the strategic priorities, the Board has commissioned nine areas of specific activity to be carried out in 2011-12 across the county and led by partners, primarily the County Council and NHS Cambridgeshire.

1.10 These areas of work are:

- Promoting the health and wellbeing of children and young people
- Support for parents and better information for families
- Placements in care and learning for looked after children
- Support for children with special education needs
- Integrated assessment and referral practices
- Closing the achievement gap at 19 years
- Improving the life chances of children living in poverty
- Better integrated health and social care support for disabled and looked after children
- Young people's mental health.

1.11 The three area partnerships will confirm their commissioning plans by September 2011.

1.12 Safeguarding: the Trust received a presentation on the Munro Review of Child Protection and an update from the Local Safeguarding Children Board.

1.13 The Board heard a presentation on the County Council's Placements Strategy for Looked After Children and discussed support and involvement of partner organisations in this important piece of work.

B) CAMBRIDGESHIRE CARE PARTNERSHIP

2. BACKGROUND

- 2.1 Cambridgeshire Care Partnership (CCP) brings together members of the Council and non-executive members of Cambridgeshire Primary Care Trust (PCT) now called NHS Cambridgeshire, supported by senior officers, to provide the governance for the Section 75 agreements (formerly known as Section 31 agreements) and to recommend the joint strategic direction and commissioning strategies for adults and older people to Cabinet and the PCT Board.
- 2.2 The membership of CCP underwent significant change in membership following the creation of the single PCT and the new relationship has developed positively, with an ongoing commitment to working closely in partnership to deliver good quality services for the people of Cambridgeshire.

SUMMARY OF ACTIVITY

- 2.3 Cambridgeshire Care Partnership has met once since the last Quarterly partnership update in February.
- 2.4 The Care Partnership received a report on the position of the pooled budget and on the performance of the Learning Disability Partnership (LDP) at the end of 3rd quarter (i.e. at 30th December 2010) as it had not been possible due to time constraints to look at it in detail at the February Care Partnership meeting. It was highlighted that:
- The budget forecast was for a £1.879m overspend at year end.
 - The service had begun the financial year with anticipated demographic and inflationary pressures of £7.7 million (This amount being added to the 2010/11 budget) and with an expectation of making £6.3 million of efficiency and other savings (Which had been removed from the budget). This had produced a net increase on the previous year's budget of £1.4 million to meet the anticipated demographic and inflation pressures. The current estimated out turn figure had been £1.8 million indicating that the savings programme was having a positive effect.
 - The LDP was continuing to take steps to reduce current commitments through re-negotiation of costs with providers of high cost (Over £1000 per week) placements. Whilst this would create some savings during the current financial year, the full benefits would become clear during 2011/12 when the full year cost was recovered. An oral update indicated that the savings figure had increased to £650K.
- 2.5 The Care Partnership requested that future monthly monitoring reports should include each individual team's budget and savings target and the progress against them, while also providing details of budget comparator data in terms of budget spends in previous years.
- 2.6 Also received were details of the agreed Older Peoples' and Occupational Therapy Budget for 2011/12. It was noted that the risk share principles were still to be agreed and required an urgent meeting. Issues raised included:

- Agreeing the need to establish the new commissioning / accountability arrangements as soon as possible.
- Suggesting that one organisation needed to undertake the control of the reporting and budget control mechanism as the current arrangements were unsatisfactory. This approach was supported. Officers were also asked to provide in future on a monthly basis monitoring reports with detailed activity plans and forecast and actual spend details.
- Questioning whether the present Transformation savings initiative put in place before the latest Coalition Government budget reduction announcements (equating to a total of 25% the next four years) was viable to meet this increased level of savings. It was agreed that the transformation of services would need to be looked at further and that a small joint advisory team should be formed to look at the major changes required to facilitate the necessary savings, which would involve organisations outside of those involved in the current Section 75 arrangements. This should include the involvement of the Urgent Care Network / General Practitioner (GP) commissioners.

2.7 The Care Partnership also noted the agreed Integrated Community Equipment Service (ICES) Budget for 2011/12. The Comprehensive Spending Review (CSR) had put great pressure on Local Authorities by front loading the savings to be made over the next 5 years. It was highlighted that the impact on the County Council's contribution to ICES, after demography and inflation allocation, was a decrease of 4.1% from £2,163K to £2,064k for 2011/12. The Care Partnership was advised that the Primary Care Trust (PCT) would maintain the same 48.4% share in the pool. In doing so, the PCT's contribution would be £1,935m with the overall pool budget being £4m. It was highlighted as a pressure that the more people that are supported in the community the greater the demand for equipment.

C) CAMBRIDGESHIRE HORIZONS

3. BACKGROUND

- 3.1 Cambridgeshire Horizons is a not for profit limited company that was formed by the Cambridgeshire Local Authorities and other partners in order to help deliver the Government's growth agenda. The growth agenda involves the delivery of over 50,000 houses and associated infrastructure by 2016.
- 3.2 Cambridgeshire Horizons operates through a Board, which consists of representatives from all of the member organisations, as well as including a range of other interested parties. The County Council's representative is Councillor Jill Tuck, Leader of the Council.

SUMMARY OF ACTIVITY

- 3.3 During the period since the last report to Cabinet in October, a range of activities have been undertaken by Horizons and partners including:

a) **Northstowe** – There have been ongoing discussions with the Joint promoters of the Northstowe development - the Homes and Communities Agency and Gallagher. The aim of these has been to identify the appropriate form and timescale for the development and the impact of the suspension of the A14 scheme.

- b) Community Infrastructure Levy (CIL)** – Horizons continue to coordinate work on the CIL and in particular, working with Huntingdonshire District Council and East Cambridgeshire District Council on the pilot application of the mechanism.
- c) Cambridgeshire Local Investment Plan (CLIP)** - Horizons have been coordinating the work on the CLIP which has now been submitted to the Homes and Communities Agency.
- d) Quality of Life Programme** - Horizons continue to provide guidance and events around the Quality of Life Programme to encourage all involved in the growth agenda to deliver the highest quality buildings that enhance quality of life.
- e) Specific studies and programmes** - Horizons continue to lead on a variety of specific studies and programmes focused around for example low carbon building techniques and the use of sustainable energy. It is intended that this will encourage practitioners and developers to be innovative in their delivery of development.
- f) Housing Growth Fund** - Horizons coordinated the Housing Growth Fund process. Most schemes that were funded have been completed although there are still some residual elements of a number of schemes that remain.
- g) Project and programme management** – Horizons and partners have been working closely to manage work in relation to the major new developments. Close working continues with other agencies and the developers, particularly in relation to Cambridge Southern Fringe and Cambridge North West in seeking to increase the pace of housing delivery.

- 3.4 The Horizons Board has agreed that with the end of Housing Growth Fund and a transition to the Local Enterprise Partnerships (LEP), Horizons will be wound up towards the end of 2011 with certain functions being expected to transfer into the emergent LEP.

D) SAFER AND STRONGER THEMATIC PARTNERSHIP

4. BACKGROUND

Following the Cambridgeshire Together review of partnerships in the summer of 2010 which aimed to reduce the number of strategic partnerships, the Safer & Stronger Strategic Board and its two officer groups were decommissioned.

Consequently, the last meeting of the Safer & Stronger Strategic Board took place on 11th May 2011 and its primary function of developing a Community Safety Agreement for Cambridgeshire will be transferred to a temporary Community Safety Strategic Board which will only be in place until the appointment of an elected Police and Crime Commissioner in May 2012. This is the final report of this partnership.

4.1 SUMMARY OF ACTIVITY

- 4.2 At their final meeting on 11th May 2011, the following issues were discussed:

- 4.3. A Peer Review of community safety activity in Cambridgeshire was conducted in March 2011 by a team from Local Government and Improvement (LGID) and a report has been drafted with a number of recommendations. These recommendations have led to

the proposal that a new Strategic Board is formed to solely address crime and anti-social behaviour issues and this proposal, together with a drafted Community Safety Agreement, will be presented to the Public Service Board on 2nd June 2011.

- 4.4 The new Strategic Board will have the following members as stipulated by the Crime and Disorder Act (2007 amendment): Cambridgeshire Constabulary, Cambridgeshire Police Authority, Cambridgeshire County Council, Chairs of the five district Community Safety Partnerships (CSPs), Primary Care Trust, Probation Trust and Fire & Rescue Service. To ensure bottom-up engagement, agenda items for this Board will be determined by the local Community Safety Partnership Boards.
- 4.5 The countywide Strategic Assessment priorities were agreed as: reducing reoffending, violent crime and anti-social behaviour. Geographical areas of highest crime in 2010 were Cambridge City, Huntingdon, March and Wisbech. Actions are being taken locally by the relevant Community Safety Partnerships to address areas of concern.
- 4.6 An interim Community Safety Agreement is currently being redrafted to reflect the proposed governance structure mentioned above and this will be signed by the members of the new Strategic Board who are all responsible authorities.
- 4.7 The Board received an end-of-year funding report and confirmed the 2011/12 allocations. Funding will be awarded to the five CSPs and a top slice will be applied to deliver on two countywide priorities which are Integrated Offender Management (IOM) and Domestic Violence service provision. Funding for 2012/13 is expected to be reduced by 50%, but is not yet clear if the Police and Crime Commissioner will hold the budget immediately as this individual will not be elected until May 2012.
- 4.8 A discussion took place on Domestic Homicide Reviews as it is now a statutory duty of Community Safety Partnerships to undertake a review in cases where a person has been killed by someone he or she was in an intimate relationship with. Cost and staff resource is of concern to local partnerships and various models are being explored.
- 4.9 The Constabulary presented an update on Operation Redesign which aims to reduce policing costs and retain front line services. There are nine work streams: Contract Management, Business Support, Intelligence and Performance Management, Harm Reduction, Custody, Crime Investigation, Local Policing, Professional Judgement Programme and Engagement. These will be implemented in 2012 in three phases. The local policing structure is being redesigned to be co-terminus with district and City CSPs. Collaborative work is also underway with Hertfordshire and Bedfordshire Constabularies on Protective Services (firearms, dogs etc), Organisational Support Services (IT, finance, HR etc) and Operational Support Services (contract management, call services etc).
- 4.10 The Board was advised that following the decommissioning of the Stronger Officer Group, a new task & finish group has been developed to consider Localism and Community Engagement.

E) GREATER CAMBRIDGE PARTNERSHIP

5. BACKGROUND

- 5.1 The Greater Cambridge Partnership (GCP) was formally established in 1998 as an alliance of public, private and community sector interests. In 2006 the GCP became a company limited by guarantee with the Partnership Board representing the members of the company and the Operating Board constituting the company's Directors. Membership of the Partnership Board is split with approximately one third each being:
 - subscribing local authority leaders

- representatives of private sector companies or associations
- representatives of the 'community', including education and health

The Board is chaired by a representative from the private sector.

- 5.2 The Greater Cambridge sub-region reflects the “engine of growth” for Greater Cambridge as identified in the Regional Economic Strategy and the Cambridge sub-region in the Regional Spatial Strategy. In relation to local authority boundaries, the GCP area covers all of Cambridgeshire County and parts of Forest Heath, North Hertfordshire, St Edmundsbury and Uttlesford districts in adjacent counties.
- 5.3 The GCP seeks to engender a greater understanding between the private, public and third sectors, to ensure the delivery of sustainable economic development. Until recently it was the strategic partnership for the Economic Prosperity theme of the Cambridgeshire Vision and Local Area Agreement (LAA).

SUMMARY OF RECENT ACTIVITY

LEP Development and the Future of the GCP

- 5.4 The GCP Partnership Board last met in January 2011, where the main discussion was the future role of the GCP now that the Greater Cambridge Greater Peterborough Local Enterprise Partnership (LEP) is in the process of being established. Cambridgeshire Together has agreed to place responsibility for growth and economic prosperity with the LEP.

The next meeting is not until 23rd June, after the Directors of the company have met on 25 May to decide on the future of the company. What the Directors of the company decide will need to be ratified by the Partnership Board, who are the members of the company. Set out below are the details reported to the February Cabinet meeting with updates as appropriate.

- 5.5 By way of context for the discussion, the Partnership Board was given an update on proposals considered by the LEP Project Board at its most recent meeting. These included:

1) **LEP Functions and Transition** - the LEP is being recommended to focus on 3 priorities:-

- **Skills/Employment/Entrepreneurship/Worklessness:** defining employer needs and engaging with providers to deliver the relevant training for growth sectors.
- **Strategic Infrastructure/Housing/Planning:** identifying broad infrastructure needs, taking coordinating action in relation to the most pressing issues, and developing a high level strategy for the LEP area to underpin sustainable economic growth.
- **Economic development/developing new markets/investment/ funding:** developing a coordinated cross-LEP approach to major funding bids and proposals in conjunction with the private/public/voluntary sectors and business.

2) **LEP Governance, Accountability & Structures** - it is proposed that the LEP will operate as a single organisation with one LEP Board and that it is established as a legal entity able to hold assets and make investments. The LEP should also be set up with an initial substructure based on a mix of the 3 priority themes (as above) and a geographic focus reflecting the two overlapping functional economic areas of Cambridge and Peterborough. In addition an advisory forum should be set up to act as a reference group for the Board and provide a means by which a broader range of stakeholders can

be represented within the LEP's overall structure. All meetings of the LEP would be open to the public with papers made available on the website.

A Board of 14 people is being suggested offering the potential for a reasonable spread of representation across the LEP area and of different sectors of the economy with 6 business representatives (inc Chairman), 5 Local Authority elected members reflecting the LEP geography, 1 education representative and 1 voluntary/community sector representative. The Chairman's position was advertised with applications sought by 26 January. Directors would be non-executive, appointed on a fixed term basis and not remunerated. As an update to the February report on this issue The Greater Cambridge Greater Peterborough Enterprise Partnership (LEP) has agreed the appointment of a Chairman to help drive forward the economic vision for the area. Neville Reyner (CBE DL) brings with him a wealth of business experience and has performed a range of broader roles at local, national and international levels. He lives in Royston and is Chairman of Anglia Components Ltd in Wisbech, as well as being the President of the British Chamber of Commerce and a Fellow of the Institute of Directors. He is also a former vice -chairman of the East of England Development Agency.

3) **LEP Resources** - an initial paper on resourcing the LEP and its functions was discussed. This assumed that no government funding will be available and that business was unlikely to provide funds until the LEP's role becomes established and its worth is demonstrated. In these circumstances it is likely there will need to be some local public sector pump priming in cash or in kind from April 2011 for a transition period of 2/3 years.

These proposals need to be ratified by the LEP Board when elected.

- 5.6 In the light of the considerable overlap between the functions of the LEP and GCP (and Cambridgeshire Horizons), the Partnership Board were presented with 3 potential future roles for the GCP together with each's strengths/weaknesses:
- 1) Continue as a broad-based economic development members organisation
 - 2) Continue to support the transition to the LEP and potentially become part of the LEP
 - 3) Specialise as a cleantech members organisation
- 5.7 The GCP executive were asked to continue to explore the options, and to support the transition to the LEP, in the period until the LEP became operational.
- 5.8 The Partnership Board also received a summary of the GCP's quarterly review of the Greater Cambridge economy for the period July to September 2010, which provided some evidence of private sector job creation, particularly in the retail sector and increased job vacancies, although the impact of public sector cuts was still to be felt at that time. The Board has also since received the review for the period October to December 2010 and will shortly receive the one for the period January to March 2011 which will be the last.

Programme Management and Delivery 2010/11

- 5.9 Cambridgeshire's Investing in Communities (IiC) programme is part funded by the East of England Development Agency (EEDA), managed by Cambridgeshire County Council and delivered by the Greater

Cambridge Partnership (GCP), and helps people to improve their prospects of, or gain, employment. The liC programme will end in March 2011.

- 5.10 The county's EEDA funding for the liC programme in 2010/11 is £713,000 (all revenue). The outputs achieved up to Q3 of 2010/11 from the 7 projects being supported are (targets include previous year's capital projects):
- 32.5 jobs created (year target – 42)
 - 512 people assisted to get a job (year target - 1009)
 - 17 businesses assisted to improve performance (year target – 80)
 - 627 people assisted with skills development (year target – 901)
 - 165 people gaining basic skills (year target – 116)
- 5.11 The Partnership Board also received a performance summary for the three projects supported from the Cambridgeshire Business (CB) Ltd legacy funding:
- 1) Cambridgeshire & Peterborough Growth Fund - total committed is £162,000 (88% of budget) with 70% of this paid out. 27 organisations (35% of target) have been supported and 178 jobs created/ safeguarded (119% of target).
 - 2) Inspiration for Growth (high growth company support) - 252 organisations (72% of target) have been supported and 58 jobs (38% of target) have been created or safeguarded.
 - 3) Winning Public Sector Contracts (public sector procurement) -the contract with the consultant has been terminated due to poor performance and the remaining funds returned to CB Ltd. CB Ltd funding to the GCP also ended in March 2011.

F) COMMUNITY AND WELLBEING PARTNERSHIP

6. BACKGROUND

- 6.1 The overarching purpose of the Community Wellbeing Partnership (CWP) is to ensure that different local agencies work together effectively to improve the health and wellbeing of Cambridgeshire residents and to improve outcomes for adults with health and care needs. This incorporates preventive services, support for independent living, and provision of health and social care.
- 6.2 The CWP was formed in 2009 as part of 'Cambridgeshire Together'. Its membership includes Councillors and Non-executive Directors from Cambridgeshire County Council, all District/City Councils, the Police and Fire Authorities, the Probation Service and the voluntary sector. It meets on a quarterly basis and is supported by the Health and Wellbeing/Adult Transformation Officer Group.

SUMMARY OF RECENT ACTIVITY

- 6.3 The Community Wellbeing Partnership (CWP) last met on April 5th 2011.
- 6.4 The CWP discussed progress with General Practitioner (GP) led commissioning and partnership workstreams associated with the draft Health and Social Care Bill and the Public Health White Paper including:

- Formation of the GP Commissioning Senate – a sub-committee of NHS Cambridgeshire Board, consisting of GPs elected to represent different geographical areas in the county, of which there are 8 in total. Clinically led commissioning decisions requiring a county-wide focus have been delegated to the GP Senate by the NHSC Board.
 - The Cambridgeshire Together response to the Public Health White Paper consultation, which incorporated comments from the County Council, National Health Service Confederation (NHSC), Fenland District Council and Cambridgeshire Constabulary. Cambridge City Council returned a separate response.
 - Initial outputs from a county—wide stakeholder event on establishing an early implementer Health and Wellbeing Board (HWB). The outputs from the event emphasised the importance of establishing an inclusive county-wide Health and Wellbeing Network, and a set of agreed priorities for health and wellbeing. Deciding the membership and structure of the HWB would follow on from this.
 - Plans to establish local HealthWatch
 - Plans to involve GP commissioners in future joint commissioning arrangements with the County Council.
- 6.5 The CWP discussed the Annual Public Health Report (APHR) 2010 and its findings and recommendations. The CWP suggested that more information was needed in the APHR on mental health service outcomes and commissioning plans.
- 6.6 The CWP received a report on the activity of the Supporting People Partnership and associated workstreams. More detailed information was requested for the next meeting.
- 6.7 The CWP received a presentation on partnership work between Addenbrookes Hospital, the NHS and the County Council to reduce the number of patients experiencing delayed transfers of care from hospital to the community and the good progress being made.

Source Documents	Location
For the Children and Young People's Strategic Partnership - The Big Plan	www.cambridgeshire.gov.uk/cypp
For the Cambridgeshire Care Partnership Section 75 agreements	C/o Lilian Cumic Third Floor, B Wing Castle Court, Shire Hall Cambridge CB3 0AP
Cambridgeshire Horizons Business Plan	Room B311 Castle Court, Shire Hall Cambridge CB3 0AP
Safer and Stronger Strategic Board Minutes December 2010 Community Safety Agreement 2008 -11 Crime and disorder act (amended 2006)	Community Safety Team, Castle Court 2C
Greater Cambridge Partnership Board Papers & Minutes 2009/10 liC Investment Plan	Guy Mills Box No: RES1219 42 Castle Street, Shire Hall Cambridge CB3 0AP
Community Wellbeing Partnership Terms of	Public Health Directorate

Reference Community Wellbeing Partnership Board Papers and Minutes 5 th April 2011	NHS Cambridgeshire, Lockton House, Clarendon Road, Cambridge, CB2 8FH Corinne.cobb@cambridgeshire.nhs.uk
---	---