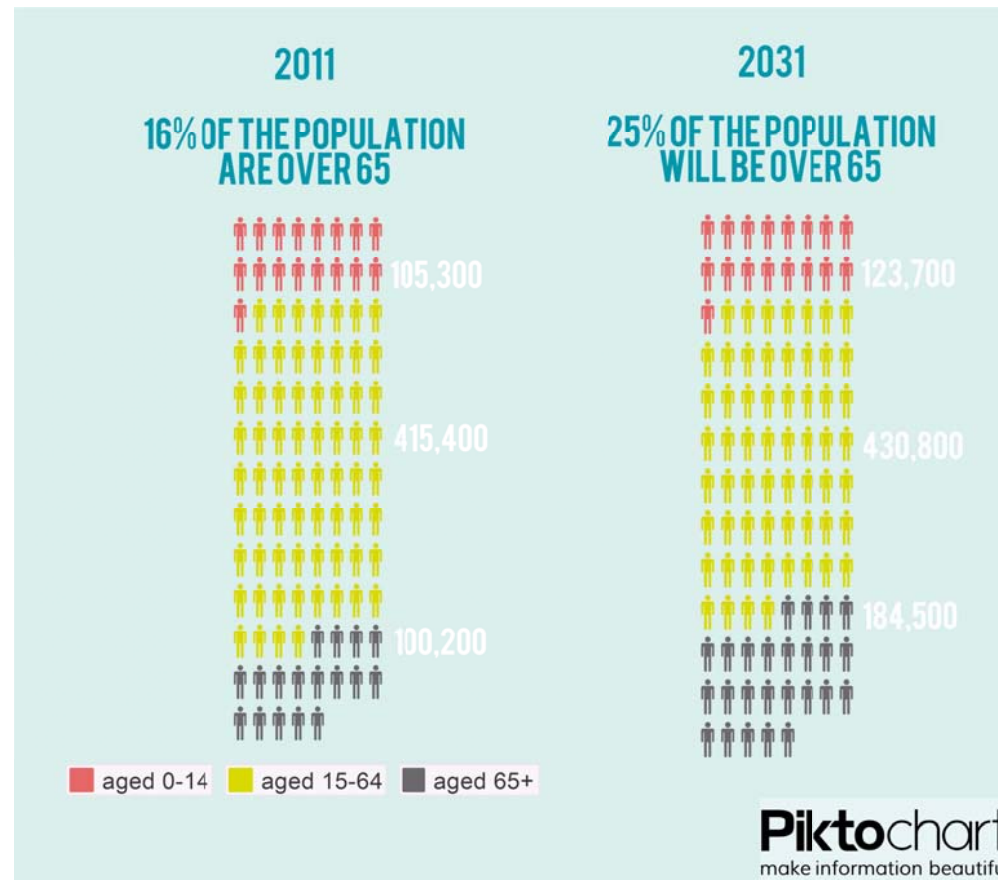


Supporting prevention and new ways of working

Council services are used by most people who are under the age of 18 and over the age of 65 and we are expecting their demand to increase. This year through the business planning process we have identified that there will be a £9.3 million additional demand on our services. This ranges from a forecast additional demand of approximately £4 million for older people’s services, an additional £170,000 to maintain new roads, to a forecast £30,000 to cover the increased amounts of material that we recycle each year.

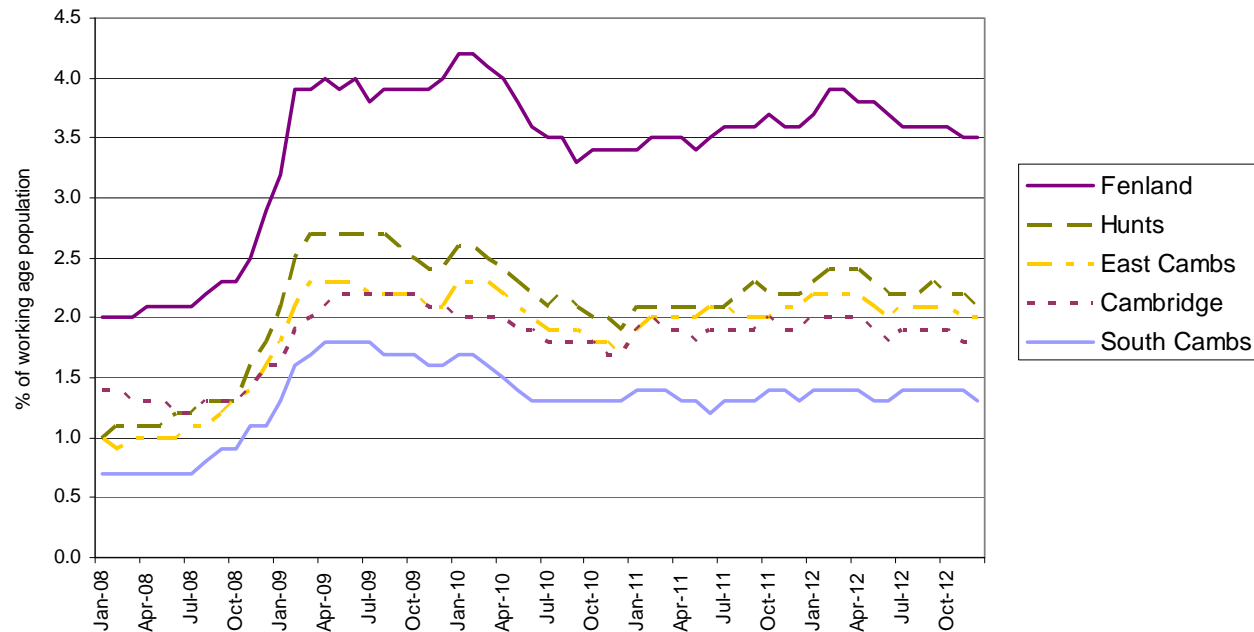
There are ways we can reduce future demand on our services by supporting preventative work and by reducing the unit cost of providing a service in the future. An example of this would be the reduction in the growth of cost of services for Adults with a Learning Disability, which are £1.8million lower for 2014-15 than was in our budget planning 18 months ago.



Developing the local economy and removing inequalities

Although growth in the economy is now positive, it should be emphasised that this remains modest, and consequently the UK's GDP is still below what it was prior to the recession. The recovery from the start of the financial crisis and recession in 2008 has been the longest recorded in the last 100 years. Not only does the recession mean GDP is below the level it was in 2008, it also means it is around 15% lower in 2013 compared to what it would have been had the economy grown at the same rate as it did before the recession.

For Cambridgeshire this means that despite having many competitive advantages over the rest of the UK, such as the south of the county being the location of the largest cluster of high-technology businesses in the country, growth remains weak. For example between 2010 and 2011 the net growth in jobs was only 1,200 and the growth in the number of businesses was also low at 540 (1.9%). So the challenge remains for us what to do to stimulate growth in the longer term.



Cambridgeshire's Jobseeker's Allowance claimants as % of population aged 16-64
Source: ONS Claimant Count

2: We are developing the local economy for the benefit of all

Since 2012 we have:

- Worked with partners across the eastern region to secure Government support to deliver the much-needed upgrade to the A14 between Cambridge and Huntingdon
- Committed £20m to the Connecting Cambridgeshire Broadband programme, and found an industry partner that saw the first new cabinets delivered in late 2013. Ultimately over 90% of all premises in Cambridgeshire and Peterborough will have access to superfast broadband
- Recruited 60 apprentices and dramatically increased the number being taken up by young people in all sectors
- Delivered on two years of a programme of £90m investment to improve our roads
- Secured first planning approval for a new business in the Alconbury Enterprise Zone
- Gained approval by Northstowe Joint Development Control Committee (JDCC) for Northstowe phase 1 which includes 1,500 homes
- Delivered our post-16 learning participation strategy which through the joint work of schools, youth services, employers and post-16 providers has decreased the proportion of young people who are not in employment, education or training
- Delivered over 91% first choice places in our primary schools and 94% in secondary
- Secured Growing Places funding to help progress four key projects: Ely Crossing, Babraham Park and Ride,

Huntingdon Link Road and Babraham to Abington Cycleway

- Worked with Norfolk CC and two Local Enterprise Partnerships to secure £3.2m of Government funding to support the development of the agri-tech sector

We are using our resources to unlock economic potential

Economic prosperity has many positive outcomes. More people in work means more families can support themselves, with fewer families needing help from the state. Growing businesses generate the tax revenues that support necessary social and environmental investments.

A poorly performing economy has the opposite effect – with significant consequences for public services. So a focus on driving economic growth will be a key priority for us as a whole. Our key strategic partner is the Local Enterprise Partnership (LEP) – led by business and supported by local government and our business, education and third sector communities.

We are working towards a common vision for growth

It is essential that we work together towards a common vision for growth, particularly with the district and city councils, education providers, the NHS, and the police and fire authorities. That is why we have taken the lead in bringing our district and city councils together to set up a Joint Strategic Planning Unit so that we plan for growth in an integrated way. Partnership working lies at the heart of our plans to invest further in our waste infrastructure and improve

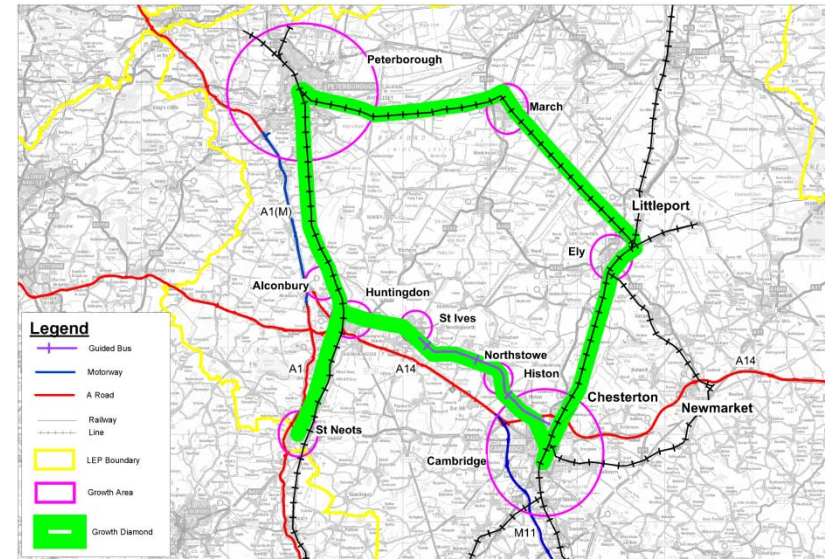
waste services for the county, working more effectively and co-investing with district councils and Peterborough.

It is also our role to ensure growth is sustainable. The planned growth will put further pressures on our energy sources, and there are wider issues with security of energy supply, exposure to price hikes and the need to meet strict requirements to reduce our carbon levels. We need to work with the private sector and Government to ensure we move to a secure and stable energy solution.

In an area where rainfall is below the national average but where flood risk is significant, we need to make the best use of scarce water resources. This means designing new communities to ensure that we manage water demand effectively and avoid increasing the flood risk.

Our 'growth diamond'

Nationally, we need to persuade the Government to devolve further powers to local areas to influence the main drivers of growth. Locally, we should target growth initially where demand is strongest. This means focusing on growth in and around Cambridge, in the main market towns, and along key growth corridors such as rail routes, and the Guided Busway. Furthermore, the Government has selected Alconbury as an Enterprise Zone, and local authorities and partners are working hard with the LEP for this to become a major hub of economic development. We have called this approach our 'growth diamond'.



The planned 'growth diamond' for Cambridgeshire

To lead this development, we need to work through the Local Enterprise Partnership. We have played a major role in developing our LEP, based on an economic footprint that makes sense to people, linking the two overlapping city-regions of Cambridge and Peterborough.

Our bold decisions

Our leadership means making bold decisions on borrowing for all of Cambridgeshire's economic growth. We need to prioritise key investments that are critical to our ambitions. These key investments include providing affordable housing, establishing a new bank for businesses, key transport links and the infrastructure necessary to support our local communities' growth and development across Cambridgeshire, building on good practice.

A particular issue affecting Cambridgeshire as a whole is our broadband provision, which falls far short of what we need if we are to maintain and expand our reputation as the hi-tech capital of Europe. Working with Peterborough City Council, our District Councils, the LEP, businesses and the universities we are progressing the roll out and exploitation of better broadband infrastructure across the county as part of the Connecting Cambridgeshire programme.

Looking ahead, we are at an advanced stage of negotiations with Government to conclude a City Deal for Greater Cambridge, in partnership with our colleagues in South Cambridgeshire District Council, Cambridge City Council, the University of Cambridge and the Local Enterprise Partnership. If we can secure this deal, it will see hundreds of millions of additional investment flowing into the area, benefitting the whole county, and allowing for a more integrated approach to planning, transport, housing and skills in the future.

Building more homes

We know that shortfalls in infrastructure are among the greatest barriers to growth in the county. Cambridgeshire has an acute shortage of homes including affordable ones. There is a particular shortage in and around Cambridge itself. We need more homes (for rent or for purchase) to house workers in expanding firms, and to allow young people to stay in the area or to move here. Supporting new developments helps the whole economy; it also generates jobs including those in the construction and related industries. Over the past year several major development sites around north-west Cambridge and at Northstowe have been granted planning permission, whilst major new sites to the south of Cambridge are seeing their first residents move in and a new community taking shape.

It is important that new housing developments are of good quality, are in the right place and have the right mix of affordable and market-priced homes. In the context of an ageing population, we also need to ensure the principle of 'Homes for Life' is embedded in both existing and new communities, exploiting innovation in assistive technologies to support this.

Investing in our communities

A lesson we have learned about new communities is the need to invest early and well in community infrastructure. We will work closely with our district colleagues, and will prioritise investment from developers towards schools, community hubs, libraries and children's centres. We will make sure that areas are well serviced by good quality early years provision and post-16 colleges, as well as schools and services such as efficient waste management facilities, so that our new communities become places where people really want to live and work.

We face major transport bottlenecks on a number of key roads, including the A14. There are missed opportunities in both road and rail: rail routes linking Cambridge-Ely-March-Peterborough, and the Cambridge-Norwich link, are underutilised at present. That is why we are investing in the Ely Crossing and Cambridge Science Park Station and investigating the potential to open the Wisbech to March railway line.

We need to make it easier for people to work over a wider area by improving public transport links. We should continue to make the most of the Guided Busway, which creates a new economic corridor between Huntingdon and Cambridge. By investing in our broadband infrastructure, we can reduce the need to travel to work.

We will also invest much more in maintaining our existing highway network. Over the past two decades, funding from central government has not been sufficient to keep pace with

the deterioration in the road network. Our approach focuses on long term solutions to bring up to standard roads, bridges and traffic systems of economic importance. However, even with substantial new investment, we will not be able to keep all roads at the standard we would like.

We will also invest more in footway and cycleway repairs, alongside working with local communities to improve gritting. Over the next four years, we will complete a programme of bringing all our street lights across the county up to modern standards, using energy-efficient lights that will cut maintenance and electricity costs.

Ensuring sufficient childcare, school and post-16 places

Between 2012-13 and 2017-18 we aim to spend £523m in capital investment on providing sufficient school places. This is an unprecedented investment in the future of our children's education. Our growing population has created enormous demand for new early years' school and post-16 places. This is happening in new communities, but also across the county generally - in St Ives, Wisbech and in Cambridge City. We are reviewing the long term demographic trends to ensure we have as long as possible to plan. We work closely with developers to ensure new schools are provided at the time families move into their new homes.

At the same time we are working with schools and academies to ensure that the right schools are in the right places to meet needs, that school buildings are good quality and also that they provide good value for money and are efficient to run. We value our school estate and are working with schools to

ensure that even in these tight financial times we are collectively maintaining the estate.

Supporting quality teaching and learning

Good early years school and post-16 education is crucial for skills development, economic growth and for quality of life. Evidence shows that if children have a good foundation from their early years, they achieve more in later life and go on to better jobs and further learning. Our current educational outcomes are above average but they could be better. In particular, there are acute inequalities in the educational outcomes of disadvantaged children. We are leading a county-wide approach to narrowing the educational gap in outcomes for these children. We are also supporting schools that are struggling to provide good quality education by working with partners to provide bespoke support to these schools. We also work with schools to ensure that there is a network model of school improvement in place that leads to sustainable improvement, and reflects the excellent practice that is already happening between schools.

From September 2014 for the first time young people will be required by law to continue to participate in a form of learning. Businesses, local authorities, schools and post-16 providers are working together to provide all young people with a suitable route that allows them to continue learning until they are 17, increasing to 18 in 2015.

For Cambridgeshire as a whole the figures are encouraging and reflect a good track record on which to build. At the end of June, 93 per cent of 16-year-olds were in learning

(compared to a national average of 91.7 per cent). However, young people from different geographical areas face very different challenges. There are pockets of real deprivation throughout Cambridgeshire including in North Cambridge, Wisbech, Whittlesey, Huntingdon, St Neots, Littleport and March. The proportion of young people who are NEET is much higher in these areas and the longer term employment and earning prospects are less strong.

This year we will

- Determine planning applications for Addenbrookes Hospital Energy Innovation Centre, Cambridge Science Park Station and Ely Crossing.
- Work with districts to deliver planning approval for over 15,000 homes - sites include:
 - Ely (3,000 approx)
 - Northwest Cambridge (3,000 approx)
 - Northstowe phase 1 (1,500)
 - Alconbury Weald (5,000)
 - St Neots (2,750)
- Develop a long term transport strategy for Cambridgeshire & Peterborough.
- Develop the right skills for growth opportunities within the growth areas in Cambridgeshire.
- Develop an approach to funding infrastructure priorities to secure external funding and develop innovative funding approaches.
- Further develop our post-16 participation strategy with a focus on involving businesses more closely in helping

young people develop the right skills and find the right route into employment.

- Work with the local enterprise partnership to develop a 6 year commissioning strategy for major European funding focussed on economic growth, employment, skills and innovation across Cambridgeshire.
- Review the services that new communities will need and how we can use our resources effectively to provide services as well as long term review of demographic projections for community infrastructure.

3: Helping people to live independent and healthy lives

Since 2012 we have

- Established the Health and Wellbeing Board, and published a Health and Wellbeing Strategy for Cambridgeshire.
- Developed ShapeYourPlace to cover all five of our districts
- Assisted more Adult Social Care users to take up personal budgets to influence the type of care they want to meet their needs.
- Established our Community Navigator scheme, which helps older people find their way to activities they would enjoy or find useful.
- Transferred our services for older people back to the Council to continue to ensure we provide high quality support to social care users.
- Expanded our 're-ablement' scheme in Adult Social Care, which helps those with social care needs to return to their own homes.

We are building strength in communities during difficult economic times

In this economic climate it is even more important that residents in Cambridgeshire lead healthy and active lives so they can flourish, prosper and contribute socially and economically to their communities.

We need to address the employment issues created by an ageing population; ensuring that re-training is accessible for those workers required to move into new fields later in life, as well as seeking to provide employment opportunities for

vulnerable people, those with mental health issues or physical disabilities.

When people live in strong communities and can access support before they reach crisis point, they can avoid the worst situations that really reduce quality of life. This is better for them and helps us look after our resources so we can step in when we're really needed. Families, carers, extended kinship networks, wider social groups and community organisations will be central to this.

We have local champions

Councillors play a central role in representing people and communities. They are local champions: they define services across the county and in their own divisions, districts, parishes and wards. They also play a crucial role working with local communities to identify local issues and solutions.

We want to involve local councillors earlier in local issues, and they will be at the heart of consultation activities. We will work closely with District, Town and Parish Councils and local councillors on local community aspirations. And we will consider how to improve and develop the Neighbourhood Panels system so they can be more effective in supporting local areas.

We have partnership working

We believe we can be more effective by bringing together different agencies to work together in a way that makes sense for communities. We have established a Health and

Wellbeing Board for Cambridgeshire and published a Health and Wellbeing Strategy and action plan for the county. The Health and Wellbeing Strategy identified six key priorities:

- Ensure a positive start to life for children, young people and their families;
- Support older people to be independent, safe and well;
- Encourage healthy lifestyles and behaviours in all actions and activities while respecting people's personal choices;
- Create a safe environment and help to build strong communities, wellbeing and mental health;
- Create a sustainable environment in which communities can flourish;
- Work effectively together.

Through the commissioning role of General Practitioners (GPs) this group will bring together the health budgets for all residents and the local authority and public health budgets. By combining budgets, we can develop more integrated programmes that make better use of resources. The Board brings together leaders from local organisations which have a strong influence on health and wellbeing, including the commissioning of health, social care and public health services. The Board focuses on planning the right services for Cambridgeshire and securing the best possible health and wellbeing outcomes for all residents. It is working with partners to ensure that we work together to use resources most efficiently addressing the most important local needs.

From April 2013 Public Health has become part of the County Council, and is helping to improve the way that we plan for need and identify our progress, including Joint Strategic

Needs Assessments and other advice on key priority areas such as older people and mental health. This public health capacity is helping to improve and protect health across the County Council.

We are managing demand in Adult Social Care by helping people remain healthy for longer

The elderly population is increasing significantly year on year and at a pace which far outstrips the funding available to us. The reality is that unsustainable proportions of our funding will be spent on social care over the next twenty years if the current service model continues. People's level of needs are also increasing – as people live longer their needs become more complex.

We are working to reform the Adult Social Care system in collaboration with other organisations including other councils and local health services, to ensure that we can manage the demand for social care within available resources. Our new Older People Strategy will consider how the social care system can support older people, focusing on supporting people in their communities and helping people to stay more independent.

We will improve our already strong information and advice services, ensuring that people can get information and advice about a range of support available from social care, health and the voluntary sector. We will focus on early identification of needs and early intervention, and give social workers the freedom to deliver flexible responses to avoid their requirements increasing. We will work in teams across health

and social care and other voluntary organisations to ensure that services and budgets are joined up to address all of our service users' needs. We will focus on expanding our short term support such as re-ablement and crisis management to provide intensive help that supports people to return to independence rather than a reliance on long-term social care. We will continue to focus on 'self-directed support', our approach to social care, which provides choice and control to service users by letting them identify their own needs and plan how to meet them.

In 2013 the Government announced the Integration Transformation Fund (ITF), which will see a portion of health budgets redirected to support joint working across health and social care from 2015. This will provide a significant opportunity to further develop these ideas, and we are currently working on a detailed investment plan in partnership with the Clinical Commissioning Group and Health and Wellbeing Board which will develop this new model of support.

We are working with communities to support vulnerable children, families and adults

Children's centres and early years services will increasingly provide more support to vulnerable families and less universal provision for all. We have invested in free childcare places for two year olds from deprived families, and now guarantee a place for all such families so that parents can go back to work and support their children. Our 14 multi-disciplinary locality teams support more vulnerable families so they are more resilient and able to care for each other and their children. Families with young children can visit one of the children's

centres across the county to access health services, parenting support and advice, information about services or early years' education and childcare. Our aim is that families are able to support themselves and be self-sufficient. We are reviewing how we meet the needs of families new to the country in order to better support them and their children to receive appropriate access to services.

We work with a range of vulnerable adults and older people, as well as their carers and families, to enable them to live as independently as possible in their own homes and communities. Key to this is providing quality information and advice on-line through our websites. We have introduced 'Community Navigators', who will bring local communities, statutory and voluntary organisations together with older people to help them find services that meet their needs.

We have community hubs

One of the ways we will support stronger communities is in linking up different services in the same place. We will take a creative approach so that schools, community centres, libraries and other facilities can be located together in community hubs. We will look hard at where we can better use our buildings and assets for communities. We are including other agencies in that work too. This will reduce operating costs and make it easier for residents to access services. Library services will also become part of community hubs. We will continue to develop what our libraries offer and how they offer it.

We are listening to communities and asking customers to shape services

The starting point is to understand our communities' needs and concerns. This means keeping the conversation going in ways that work for local people, whether through meetings, questionnaires, online surveys or social media. We have developed ShapeYourPlace over all five of our districts where you can have your say on your neighbourhood and get things done. Where we propose changes to services, or we need to ask whether those services are needed at all, we will make sure we consider the views of all those directly involved. This means that services will look different across the county; one size won't fit all.

This year we will

- Continue to deliver the Health and Wellbeing Strategy
- Continue to embed public health expertise across our services to improve our delivery of outcomes
- Increase the number of health trainers, who provide a cost effective way of promoting health
- Roll out the guarantee of a funded childcare place for all vulnerable families
- Expand our re-ablement programme further
- Encourage more people to take up a personal budget
- Continue to modernise our services for older people and those with learning disabilities to ensure they reflect the needs of our users
- Continue to join up social care services with services run by other public agencies such as district councils and the

NHS, to provide better services to people and reduce the overall cost to the public purse

- Continue to lead work to improve outcomes for children in poverty and reduce inequalities
- Commission Mental Health and suicide prevention training for non-specialist staff across a range of agencies to support those staff in dealing with the mental health needs of service users.

4: We are supporting and protecting vulnerable people

Since 2012 we have

- Established the Together for Families project which sees partners across the public sector collaborating as integrated teams, working with over 400 of the most vulnerable families in the county.
- Invested in a new school for children with autism to keep these children closer to their home
- Completed the transformation of children's social work through the "working for families" unit model which better supports families to care for their children and keeps children safe
- Maintained the number of looked after children at the current low level, in contrast to most authorities which have seen an increase
- Invested in more sheltered housing for older people to reduce the demand for residential facilities
- Intervened in rogue trader cases involving over 180 victims and in excess of £500,000.

We are using our resources to support the most vulnerable

Cambridgeshire has enormously rich resources and potential in its economy, its land, its people and its communities. We are committed to using this potential to support the most vulnerable. This is where we direct most of our staff and our money.

We are ambitious for our leadership role in support of the most vulnerable. We have some good partners, but the real test is how well we are able to work together to meet the needs of vulnerable children, families and adults and their carers. It is critical that we identify problems before they reach crisis point. We need to work across the whole system, seeing the big picture, and acting early.

Making progress means working closely with our partners in health, mental health, the private sector, district councils, the police, housing associations, early years' settings, schools and colleges and with the voluntary and community sector.

In particular we are working with district councils in understanding and implementing the Government's wide ranging reforms to the welfare benefit system. By working together, we are seeking to measure the impact of these changes on the most vulnerable, in order to direct support at those most in need.

We are working to reduce inequalities

One of the key priorities for children's services is narrowing the gap between the health and educational outcomes of well-off and less well-off children and young people. In Cambridgeshire this gap is far too large not only limiting the life chances of these children from an early age, but creating a skills gap for the future.

Our focus on raising educational attainment is driven through the Narrowing the Gap Strategy which sets out a programme of work alongside schools and colleges to target extra help to

children in vulnerable groups, to ensure teaching and learning engages all pupils and to ensure that schools in Cambridgeshire are making best use of the additional pupil premium funding they now receive.

There have been some encouraging signs. In particular, young people from deprived backgrounds have achieved stronger GCSE results last year than previously. However when seen as a whole and across all age ranges, the attainment gaps remain too wide in this county and we need to maintain our focus, supporting and challenging schools and championing the needs of children from deprived backgrounds. Key Stage 2 attainment will be a particular focus looking ahead as the result for this age range worsened last year.

Of course narrowing the gap isn't only about the role of schools, it is a collective focus for the whole of the children's sector. Improving outcomes is as much about tackling poverty and supporting families and parents as it is about classroom teaching. This whole-system approach is the identified lead priority for the Cambridgeshire Children's Trust, and the 2013 Trust conference has launched a programme of work across all partners aimed at ensuring all aspects of the system including children's health, safeguarding, employability, youth offending, mental health services and early intervention are prioritising the needs of children from deprived backgrounds and driving their life chances and progress.

We are supporting children with Special Educational Needs

We published the Cambridgeshire Special Educational Needs Strategy 2012-16 and we are working with our partners to put it into practice. A priority is ensuring we have the right educational placements for children with Special Educational Needs (SEN). This means we will be investing more resources in children with high-functioning autism to reflect growing numbers of children with the condition. We will also be investing in a better range of care between foster placements, family support and residential schools, to help children with acute needs to stay at home with their families.

We are mindful of the impact of the school funding reforms on funding for children with SEN and will ensure that their Statement of Special Educational Needs remains fully supported and there are enough good quality places in Cambridgeshire. In the longer term we will move towards an increasingly integrated approach to bringing education, social care and health resources together for children with the most complex needs. Indeed, demand for special school places has led to the need to establish a new special school, co-located with a secondary and primary school, in Littleport. A further two special schools are planned in line with further housing increases.

We are supporting families with children with disabilities

Families with children with disabilities receive a range of short breaks to help them cope. We organise positive experiences, activities and overnight stays for children with disabilities whilst giving the parents a break from their caring duties which can be exhausting and stressful. By providing short breaks we help parents to cope and so avoid the possibility of a crisis and children needing to be looked after by the authority in the long term.

We are supporting people with physical and sensory disabilities

We continue to develop the way we support people with physical and sensory disabilities. We have improved the way we deliver deaf service equipment by training staff to assess and install equipment in one visit wherever possible. Our stroke workers have also developed their role further to establish peer support groups, exercise classes and providing awareness training sessions to providers and other practitioners on stroke issues.

We are supporting people with learning disabilities

In the past year we reviewed both the way we deliver day services to people with learning disabilities and the type of accommodation we provide. We have been keen to involve users and their carers in this review and to ensure the services we provide more suitably meet people's needs in the way they want them met.

The Making Every Adult Matter (MEAM) project was set up two years ago to support some of the most vulnerable adults in Cambridgeshire, who had become chronically excluded from society because of complex and multiple social and health issues. The success of the project has led us and our partners to seek further funding to extend the project to help more individuals who become chronically excluded.

We are working together for the most vulnerable families

There is an increasing appetite both locally and nationally to ensure that public services are working together as effectively as possible to achieve sustained change for families who make the greatest demand on services. These families are typically characterised by there being no adult in the family in work, children not being in school, and/or members of the family being involved in crime or anti-social behaviour. For those families who need it, our main aim is to work with partners to have in place a whole family intervention with intensive support coupled with appropriate challenge.

The Government is providing funding to local authorities to take forward this work. We have used this resource to increase the size of our Family Intervention Services and undertake multi-agency workforce development and training to help staff work together in the interests of families. The approach is already proving successful, engaging with over 400 families. This year we will be working with partners to agree further joint investment in the project, ensuring it can continue after the lifetime of the government funding.

We invest in social workers and their work

Safeguarding children is a critical priority and we were one of the first authorities in the country to move to the new social care unit model, which was set out in the Munro report. This model is better for social work practice and supports professionals in using their judgement so we can help families to look after their children safely at home as far as possible. Our OfSTED inspection in September 2012 highlighted the need to sharpen our focus on improvement through this transformation and since then we have been delivering a rigorous improvement programme. Our performance and quality assurance information shows we are making progress and this has been externally verified by independent audit findings and two external peer review teams that have visited during the 12 months since the inspection. We will maintain our focus on improvement during 2014-15.

We care for and support Looked After Children

We are ambitious about leading a partnership approach to safely reduce the numbers of children in Local Authority care. Our Looked After Children Placement Strategy ensures the right children are in care at the right time, however with further savings required in this area there will need to be careful implementation of the strategy to ensure need is met whilst costs are reduced. The strategy aims to ensure we are stepping in early to reduce the number of families in crisis, investing in prevention activities such as family work, keeping children in school and working with partners to address complex issues such as domestic violence, substance misuse, mental health problems, crime and anti-social

behaviour and neglect so that more children can stay at home.

We are also clear that some children need to be safeguarded by coming into local authority care. We are equally ambitious for our looked after children and have refreshed our corporate parenting strategy this year. Our priorities include finding adoptive placements for children wherever possible, ensuring all children in care receive an appropriate education and attain well, providing suitable accommodation for older looked after children and ensuring care leavers continue to be supported as they transition into adulthood, in particular securing positive employment opportunities.

We support the prevention of domestic abuse in children and adults

The Multi Agency Referral Unit (MARU) is now established and working well. This has brought together the police, social workers and health partners to support the victims of domestic abuse and other family problems affecting vulnerable adults and children. We will build on the work of the MARU preventing domestic abuse and providing support for victims and for young people who are affected by domestic abuse.

We invest in adult social care

We work to ensure that those adults who may be particularly vulnerable or at risk are protected through our safeguarding work. We have developed a range of practice guidance that is critical to ensuring that those working with vulnerable adults are fully equipped to deal with safeguarding issues. A three

year comprehensive training strategy is now being delivered. This extends safeguarding training to healthcare professionals such as GPs and dentists.

Planning to support vulnerable people into the future

We have identified a number of areas where we need to respond to the changing needs of communities or other external pressures by reviewing how we currently use our resources. These include:

- Focusing on the changing demand for disability services
- Planning for the identified rise in the number of children and adults being diagnosed with autism
- Ensuring early help and social care services for children fit coherently together to meet the needs of all families
- Looking at what support we can put in place for families facing economic hardship as a result of the benefits reforms
- Reviewing our long term strategy and approach for Adult Social Care in line with national developments

This year we will

- Roll out our approach to the most vulnerable families and demonstrate impact in terms of how we support them to make progress
- Deliver our improvement programme in children's social care building on the "working for families" model of social work
- Continue to develop the Multi Agency Referral Unit (MARU), including adding the housing partners from the

districts, through which we work with partners to identify and tackle domestic violence

- Develop preventative measures for users of adult care services.

5: An efficient and effective organisation

Since 2012 we have

- Been awarded the Shaw Trust Web Accreditation for our website, confirming people with a wide range of disabilities find it accessible
- Implemented Cambridgeshire Public Services Network (CPSN) which connects over 400 sites and delivers cost savings of over £1 million a year for the County Council, with IT costs reduced by 50% across offices, libraries and schools
- Minimised rises in our energy costs by increasing the volume of electricity and gas bought in advance to avoid substantial price rises in the winter months
- Secured property sales totals as of October 2013 for 2013-14 of £4.8m against a target of £4.7m. The end of year outturn prediction is currently £6.75m. The 2012-13 total was £9.07m against a target of £7.9m.
- £3.6m rent collected from County Farms, managing 13,706 ha, 32 km permissive footpaths, 10 km permissive bridleways and 145 km of farm roads
- With the Making Assets Count Partnership, which includes the County Council, we won the Association of Chief Estate Surveyors (ACES) and Property Managers in the Public Sector 2012 ACES Award for Excellence in Property Management.

We are digital by default

We are designing all services for digital delivery first, with alternative channels of delivery as support. Our customers

tell us that they want services to be available online; this will ensure that services are more efficient and it will also reduce costs of delivery. We are developing our services to be accessed by mobile technologies and devices by our customers. Other channels, such as telephone or face to face communication, will always be available for those customers who need more support.

We are a business-like flexible workforce

As a public service we strive to become more business-like, more dynamic, more decisive and more resilient. We will increase the challenge to our services to continue to improve their processes and better demonstrate the impact of their work. We will improve our management of external contractors.

We are committed to leading a workforce which is flexible both in its skills and in the way and location in which it works. Our workplaces are based in different parts of the county and are connected via the internet so that staff can interact and work with one another in a collaborated environment, regardless of where they are.

We are making better use of our property assets

We need to make better use of our property assets by managing changes to the Council's non-schools property portfolio. This work is based around the disposal of properties that are no longer fit for purpose, are in the wrong location for the service required or have a better use. There is some re-investment in the existing portfolio and development of

appropriate new buildings. We are working with partners to improve our use of all public sector properties.

We use information responsibly

We are committed to being a transparent and accountable local authority and to increasing the amount of data we publish for reuse by others. We support the national Open Data initiative, which urges the public sector to produce their data in simple and standardised ways, making it easier for the public to access and understand. In addition to publishing the mandated datasets, such as our monthly spend over £500, property assets and member expenses and allowances, we are going beyond this to publish datasets with wider relevance. Around 25 datasets have been published so far, and we have many more in the pipeline. Examples include traffic counts, interactive maps and statistics.

Our shared services

LGSS is the shared services venture set up in October 2010 by founding partners Cambridgeshire County Council (CCC) and Northamptonshire County Council (NCC), based on 50/50 ownership. LGSS offers a fully integrated professional, transactional and back office support service. The long-standing partnership between the two Councils has allowed the rapid development of LGSS as a Shared Services operation, and for it to expand quickly to a position where it is delivering real financial and operational benefits to partner councils as well as its new public sector customers from across the region.

LGSS now generates an external income of over £27m per year which helps to significantly reduce its net operating costs, with that reduction shared equally between the two founding County Councils. The result of three years of both internal efficiencies and traded income surpluses by LGSS has seen an operational budget reduction of around £3.8m for Cambridgeshire, with further planned savings of £3.8m from 2014-15 through to 2017-18.

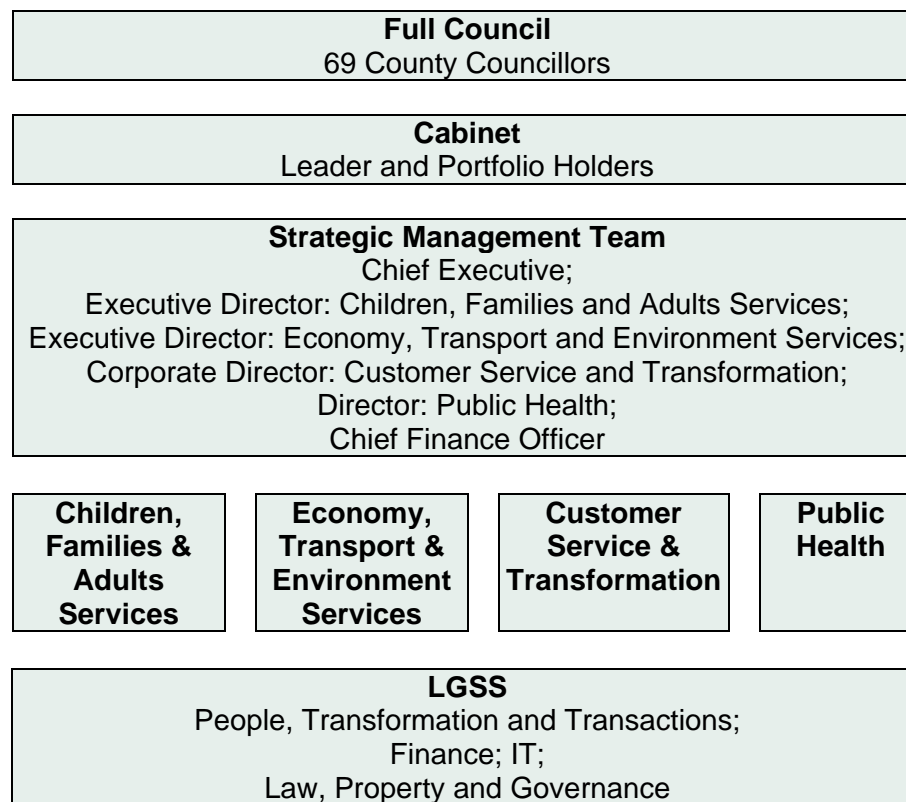
LGSS operates with a business ethos of “By the public sector, for the public sector” and is governed by a Joint Committee including three elected Members from each County Council. LGSS takes shared services work from new customers through the Delegation of Services agreement method between other public bodies, based on a well-developed and legally tested Partnership and Delegation Agreement model.

We operate on an open partnership and a shared risk/rewards basis. By delegating or transferring services into LGSS from other public authorities, it is possible for LGSS to use economies of scale and eliminate duplication, rationalise unnecessary management costs, standardise processes, consolidate legacy IT systems across many customers over time and renegotiate combined supplier contracts to generate significant savings for all concerned.

LGSS is now delivering shared services to four local District Councils, hundreds of schools, care services bodies, a Fire Authority and multiple NHS Trusts, to name but a few of our customers. LGSS will become uniquely positioned to help deliver greater use of all public bodies’ assets and services across both county and region, as LGSS shared services

operations expand and its capabilities encompass more and more public services in our region. LGSS is now by far the largest and most successful “public to public” shared service operation in the UK and we are in an excellent position to shape the future of UK shared services in the public sector, and both founding authorities can be proud of what is being achieved by LGSS.

Organisational Structure Chart



The vision for our workforce

As our services become increasingly focused on meeting needs most efficiently we will need outstanding financial, operational, technological and delivery skills so that we can exploit new ways of working through best use of technology and achieve value for money in everything that we do. Our workforce strategy will support our employees to ensure that they have the ability to work across and outside the Council, sharing expertise and skills, with our resources directed to where they are needed most.

A key focus will be on promoting a Cambridgeshire “one team” ethos, with shared values and behaviours. We are proud of our employees and are excited about the opportunities to invest in and engage our workforce to deliver the best outcomes for the people of Cambridgeshire.

Monitoring our success so we know how we’re doing

To make sure we are providing our services in the right way, we have a series of key performance measures and milestones that reflect what we set out to achieve. Our overall performance in delivering the plan will be measured by these indicators, which will be published monthly. They will track how well we are progressing; identifying quickly any areas where we need to improve or take action.

We will

- Continue to consult and engage with local people
- Encourage and enable people to participate and contribute to their local communities

- Make it easier for customers to find information, make decisions for themselves and conduct business with the Council, in particular making available more services digitally
- Reduce the costs of administrative overheads and minimise the impact on front line services
- Make it easier for customers to find information, make decisions for themselves and conduct business with the Council, in particular making available more services digitally

Performance indicators

Performance indicators provide valuable information about how well we are doing.

The list below sets out the main performance indicators we will be using to track performance against the objectives set in this plan. Performance will be reported regularly to elected members and each service will also monitor a larger set of information to make sure that they are performing as well as possible.

It is important to note that many different pieces of work contribute to achieving the outcomes we desire. For example to gain an improvement in the local economy we will have to enhance training opportunities as well as undertake large capital projects such as the Connecting Cambridgeshire programme to provide superfast broadband.

Indicator Details			Reporting Arrangements			
Indicator	Responsible Service	Rationale for indicator	Frequency	What is good?	Target for 2014-15	Additional comments on target if applicable
Developing our economy						
The proportion of Cambridgeshire residents aged 16-64 in employment	ETE	Measure of policies to encourage economic growth	Quarterly	High	77.5%	The increased target reflects generally positive recent economic forecasts.
Additional jobs created per year	ETE	Measure of policies to encourage economic growth	Annual	High	3,550	The target is based on the Council's long-term forecasts.
The number of people starting as apprentices	ETE	Measure of policies to encourage economic growth	Quarterly	High	4,600	Target is challenging within the context of numbers falling nationally.
The number of people completing courses to directly improve their chances of employment	ETE	Measure of policies to help people to live independent and healthy lives	Quarterly	High	20,000	Target is challenging within the context of numbers falling nationally.
The proportion of street lights that are working	ETE	Completing a programme of bringing all our street lights across the county up to modern standards will cut maintenance and electricity costs.	Monthly	High	99%	Target is the performance target in the PFI contract.
The percentage of waste sent to Landfill	ETE	Measure of policy of investment in infrastructure	Monthly	Low	35%	Target reflects the fact that the MBT plant is operational again.
The proportion of roads that are in good condition	ETE	Measure of policy of investment in infrastructure	Annual	High	Principal roads 97% non-principal roads 95%	To be reviewed once Asset Management Strategy has been developed in 2014

The number of bus journeys that start in Cambridgeshire	ETE	Measure of policy of investment in infrastructure	Annual	High	19.1 million	Target is for patronage to remain at current levels, which is challenging within the context of falling ridership nationally and the introduction of Park and Ride car park charges.
Growth in cycling from a 2004-05 average baseline	ETE	Measure of policy of investment in infrastructure	Annual	High	33.6%	Target is for an increase, reflecting the investment going into cycling.
The average journey time per mile during the morning peak on the most congested routes	ETE	Measure of policy of investment in infrastructure	Annual	Low	3.75 minutes	The target is for a small reduction (improvement) in journey time
Percentage of pupils attending a good or outstanding school	CFA	Good early years school and post-16 education is crucial for skills development, economic growth and for quality of life.	Monthly	High	75%	Latest actual (Oct 13) is 68%
Percentage of Year 12 in Learning	CFA	From September 2013-14 for the first time young people are required by law to continue to participate in a form of learning. Businesses, local authorities, schools and post-16 providers are working together to provide all young people with a suitable route that allows them to continue learning until they are 17, increasing to 18 in 2015	Monthly	High	94.8%	-
Percentage of 16-19 year olds not in education, employment or training (NEET)	CFA	From September 2013-14 for the first time young people are required by law to continue to participate in a form of learning. Businesses, local authorities, schools and post-16 providers are working together to provide all young people with a suitable route that allows them to continue learning until they are 17, increasing to 18 in 2015	Monthly	Low	4.4%	-
The gap between the proportion of pupils from deprived backgrounds who achieve the expected level of attainment at age 11 in reading, writing and maths and their peers	CFA	There are acute inequalities in the educational outcomes of disadvantaged children. We are leading a county-wide approach to narrowing the educational gap in outcomes for these children. The Narrowing the Gap Strategy sets out	Annual	Low	27.5 percentage points	Deprivation is measure using claimants of free school meals

The gap between the proportion of pupils from deprived backgrounds who achieve 5 or more good GCSEs, including English and Maths, and their peers	CFA	a programme of work alongside schools and colleges to target extra help to children in vulnerable groups	Annual	Low	22 percentage points	Deprivation is measure using claimants of free school meals
Supporting and protecting vulnerable people						
Rate of Looked After Children per 10,000 population	CFA	Measure of policy to support the most vulnerable	Monthly	Within the target band	31.3 to 39.0	
% Domestic Abuse IDVA referrals that are repeat clients	CFA	Measure of policy to support the most vulnerable	Quarterly	Low	27%	
The proportion of people who use services who feel safe	CFA	Measure of policy to support the most vulnerable	Annual	High	65%	
The proportion of people who use services who say that those services have made them feel safe and secure	CFA	Measure of policy to support the most vulnerable	Annual	High	72%	
Percentage of 'problem' rogue traders brought back into compliance	ETE	Measure of policy to support the most vulnerable	Quarterly	High	80%	To be reviewed in 2014 to take account of the impact of budget changes.
Helping people to live independent and healthy lives						
Number of income deprived 2 year olds receiving free childcare	CFA	Measure of the investment in free childcare places for two year olds from deprived families that allows parents to go back to work and support their children.	Termly	High	1,300	Target for 2013/14 academic year
Percentage of closed Family Worker cases demonstrating progression	CFA	Measure of the effectiveness of the Family Workers service provided to families, focused on avoiding an increase in needs	Bi-monthly	High	85%	
The proportion of people using adult social care services who have control	CFA	Measure of the social care system that supports older people in their communities and help people to stay	Annual	High	75%	

over their daily life		more independent.				
Proportion of eligible service users receiving Self-Directed Support	CFA	Measure of the information and advice services aimed to ensure that people can get information and advice about a range of support available from social care, health and the voluntary sector.	Monthly	High	95%	Latest actual (Oct 13) was 80.1%
Proportion of eligible service users receiving Direct Payments	CFA	Measure of managing demand for adult social care	Monthly	High	25%	Latest actual (Oct 13) was 20.9%
The proportion of older people (65 and over) who were still at home 91 days after discharge from hospital into re-ablement / rehabilitation services	CFA	Measure of short term support such as re-ablement and crisis management that provides intensive help and supports people to return to independence rather than a reliance on long-term social care.	Monthly	High	81%	
The proportion of new Physical Disability users requiring no further service at end of re-ablement phase	CFA	Measure of managing demand for adult social care	Monthly	High	50%	
The proportion of new Older People users requiring no further service at end of re-ablement phase	CFA	Measure of managing demand for adult social care	Monthly	High	55%	
Differences in life expectancy between areas of Cambridgeshire	Public Health	A key principle of the Health and Wellbeing Strategy states 'Reduce inequalities by improving the health of the worst off fastest'. Note: indicator may be subject to review following publication of national 'Health Premium' outcome indicators for Local Authorities.	Annual	Low (differences) / High (life expectancy)	TBC - Awaiting in year data for 2013-14	

The percentage of children weighed and recorded as obese according to the national childhood measurement programme	Public Health	Priority 3 of the Health & Wellbeing Strategy states "Encourage healthy lifestyles and behaviours in all actions and activities while respecting people's personal choices" Note: indicator may be subject to review following publication of national 'Health Premium' outcome indicators for Local Authorities..	Annual	Low	Reception 7.5% Year 6: 15.8%	Target is to maintain improvement seen in 2012-13.
The number of people successfully quitting smoking with support from stop smoking services as measured at 4 weeks	Public Health	Priority 3 of the Health & Wellbeing Strategy states "Encourage healthy lifestyles and behaviours in all actions and activities while respecting people's personal choices" Note: indicator may be subject to review following publication of national 'Health Premium' outcome indicators for Local Authorities..	Monthly	High	3,600	The best measure would be smoking prevalence - the percentage of people in Cambridgeshire who smoke. But this is too expensive to measure accurately as a short term performance target.
The number of health checks offered to people aged 40-74	Public Health	Priority 3 of the Health & Wellbeing Strategy states "Encourage healthy lifestyles and behaviours in all actions and activities while respecting people's personal choices" Note: indicator may be subject to review following publication of national 'Health Premium' outcome indicators for Local Authorities.	Monthly	High	21,000	To be reviewed following 2013-14 out-turn
Number of visitors to libraries/community hubs	ETE	Measure of how the libraries become community hub by developing their offer	Monthly	High	2.55 million	Target reflects an increasing trend in visitor numbers, although it remains challenging.

The number of people killed or seriously injured on the roads over the past 12 months	ETE	Measure of policy of investment in infrastructure	Monthly	Low	299	The target is for a long-term reduction in deaths and serious injuries in line with forecasts in the Government's strategic framework for road safety.
An efficient and effective organisation						
The number of completed transactions through new online services month on month	CS	Measure of policy to promote cost effective transactions	Monthly	High	TBC - Awaiting in year data for 2013-14	
The proportion of FOI requests responded to within timescales	CS	Measure of policy to promote openness	Monthly	High	95%	
Number of FOI requests received annually	CS	Measure of policy to promote openness	Annual	Low	TBC - Awaiting in year data for 2013-14	
Number of complaints received / Number of complaints per thousand population	CS	Measure of policy to promote service improvement	Monthly / Annual	Low	TBC - Awaiting in year data for 2013-14	Target awaiting modelling of average number of complaints received each months and boundary setting for statistical process control