

The Strategic Framework for Cambridgeshire

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Appendix 1: Performance Indicators

1. What sort of place is Cambridgeshire?

Cambridgeshire is a beautiful place where people want to live

Cambridgeshire is an enriching, beautiful place in which to live.

From the historic university town of Cambridge to the distinctive market towns scattered across the county to the wide-open fen landscapes, Cambridgeshire is a county of contrasts.

Four of our district councils are classified as rural, and almost 40% of our population live in villages with fewer than 10,000 residents. Just under a third of Cambridgeshire is classified as “countryside”.¹

Levels of crime are low. Life expectancy in the county is above the national average. Educational outcomes are improving and above average for England and the region.



1. According to the Output Area Classification (OAC). The OAC distills key results from the Census to indicate the character of local areas (see <http://areaclassification.org.uk/> for more details).

What does the County Council do?

The County Council provides many different services. In a typical year...

In Children and Young People's Services, we...

- support over 8,500 young children aged 0-5 by providing health services, early education, family support, childcare and other family activities through our network of 40 children's centres based across the county
- work with more than 240 schools to ensure over 77,000 children get the high quality education to which they are entitled
- provide more than 3,000 statements of special educational need and support all children who have some level of special educational needs
- provide more than 1,000 disabled children and young people with short breaks, including more than 65,000 hours of individual support and around 4,300 overnight stays
- safeguard children at risk of harm and support vulnerable families to improve their situation through the efforts of multi agency locality teams, children's centres and social work teams
- look after children in care, finding them adoptive parents and supporting 450-500 children at any one time in foster and residential care

In Adult Social Care, we...

- care for over 7,500 people in their own homes
- give over 8,000 older people and those with disabilities and mental health issues, choice and control over their care needs through personalised budgets and direct payments
- provide social care services to over 2,700 people following discharge from hospital

In Economy, Transport and Environment Services, we...

- maintain 2,600 miles of roads, 2,400 miles of footways, 2,000 bridges and 56,000 street lights
- provide for approximately 4 million single Park and Ride bus journeys
- transport 15,000 children to school every day
- manage approximately 310,000 tonnes of waste of which over 55% is recycled
- grit around 1,100 miles of roads and footpaths in winter weather
- help 17,400 people benefit from adult learning
- deal with 55,000 phone calls, letters and e-mails a year for roads, footways and street lighting



In Corporate Services, we...

- welcome 2.8 million visitors each year to our libraries
- handle 450,000 enquiries to our call centre
- register 15,000 births, marriages, civil partnerships and deaths

In Public Health, we...

- commission NHS health checks for about 27,000 people
- help nearly 4,000 people to quit smoking
- commission 21,700 appointments with NHS services to test for and treat sexually transmitted infections
- commission effective treatment services for over 1,300 adult drug misusers
- monitor the delivery of NHS screening and immunisation programmes – which deliver 68,400 cancer screening tests and almost 7,000 courses of childhood immunisation
- provide public health advice to Cambridgeshire and Peterborough Clinical Commissioning Group to support the commissioning of NHS services for 830,000 patients

What are the challenges facing Cambridgeshire?

The four main areas of focus in our Plan this year are:

- planning for a growing and changing population
- developing a resilient economy facing tough times
- tackling deprivation and removing inequalities
- managing increasing demand for services

Planning for a growing and changing population

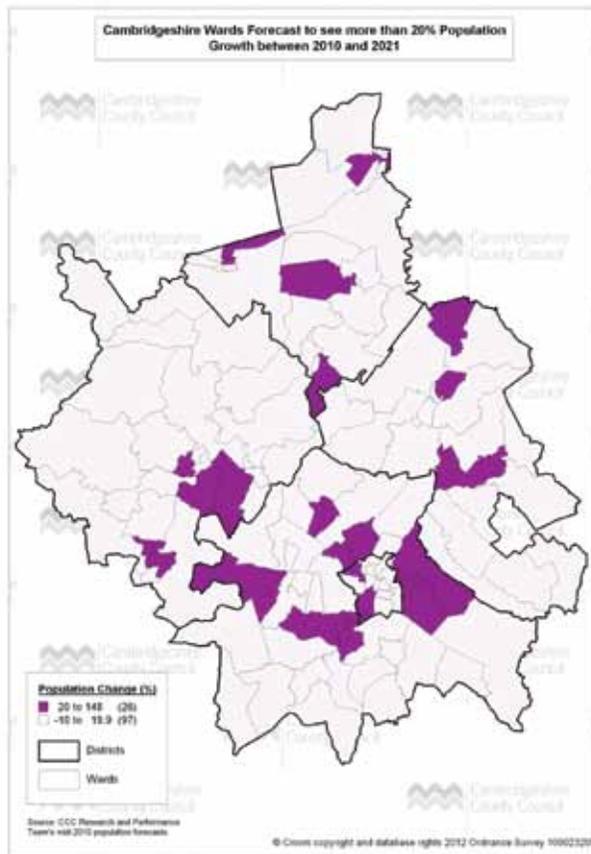
In 2011 there were 621,200 people living in Cambridgeshire. The population of the county grew by 68,500 (12%) in the 10 years since the last census in 2001. This was the largest growth in the population in any county council authority in England.

Rank	District	2011 Census population	Share of Cambridgeshire
	Cambridgeshire	621,200 ²	
1	Huntingtonshire	169,500	27.3%
2	South Cambridgeshire	148,800	24.0%
3	Cambridge	123,900	19.9%
4	Fenland	95,300	15.3%
5	East Cambridgeshire	83,800	13.5%

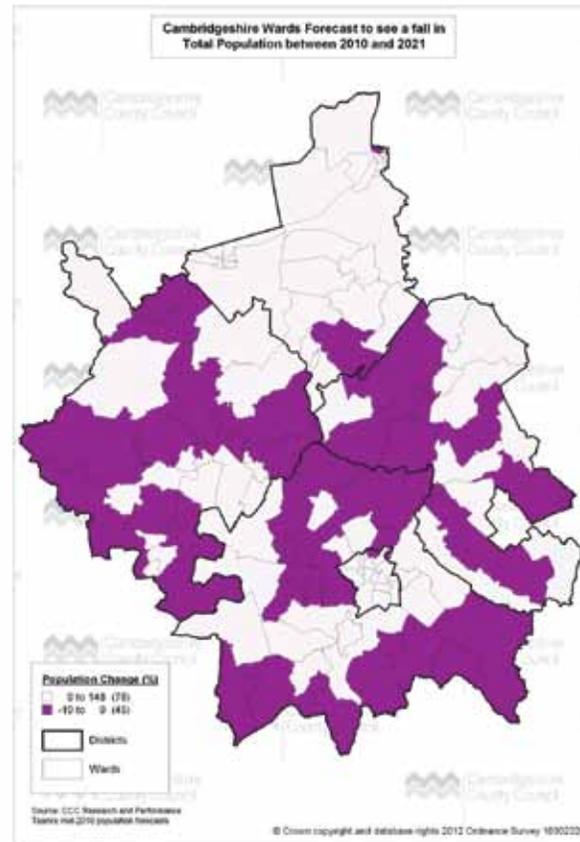
Our forecasts show us that the number of people living in Cambridgeshire will continue to grow over the next 10 years.³ There will be some particular areas of high growth, shown in purple on map A and will be seen most in the 0-19 population and the over 65 age group.

2. Numbers may not add due to rounding

3. CCC Research and Performance mid-2010 forecasts, available from <http://www.cambridgeshire.gov.uk/business/research/populationresearch/population/forecasts/>



A: Areas of population growth across Cambridgeshire



B: Areas of population decline across Cambridgeshire

Migration represents the biggest single factor in the growth of Cambridgeshire. We estimate that around half of the net migration into the county is people moving from other parts of the UK, and half is international.⁴ In 2011, there were 52,500 people living in Cambridgeshire who have moved to the UK in the last 10 years.⁵

A growing county provides many opportunities for development. It also presents challenges as we seek to build enough houses, schools and provide enough jobs, as well as care for the young and elderly and support those who might be more vulnerable.

But the number of people living in most of the rest of the county will fall. These areas are shown in purple on map B.

The average age will also go up. This means that people living in these places will need good access to facilities like shops, libraries, community help and support, so they can go on living well and independently as they get older.

4. People Profile 2012, <http://www.cambridgeshire.gov.uk/business/economicandcommunitydev/ecodevelopment/economicassessment.htm>

5. Local Economic Assessment, People Profile 2012 (Page 10) <http://www.cambridgeshire.gov.uk/business/economicandcommunitydev/ecodevelopment/economicassessment.htm>

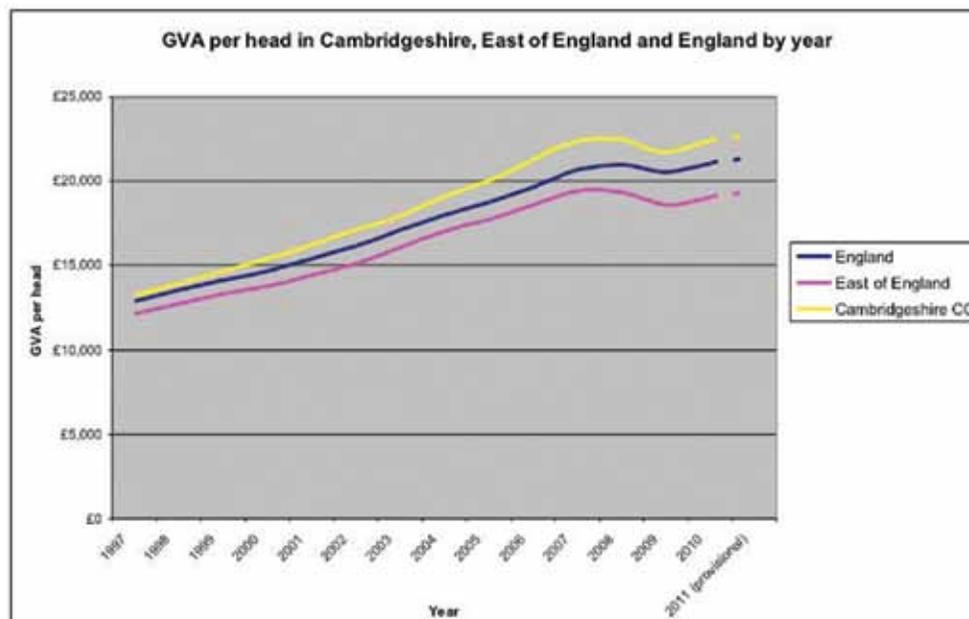
Developing a resilient economy facing tougher times

Cambridgeshire has one of the strongest economies in the country, built around its universities and high-tech industries. It has a nationally significant agriculture, food and drink sector. Education, health and other public-sector organisations account for around 30% of all jobs. The economy for Cambridge and the surrounding area has also been identified as of national significance to economic recovery.⁶

But, in common with the rest of the country, Cambridgeshire's economy has dipped recently. The Gross Value Added per head, or the total production in the county, is higher than England or the East of England; it levelled off in 2008, dipped in 2009 and now seems to have grown in 2010 and 2011.⁷

Across sectors, Cambridgeshire businesses have a good survival rate and a larger proportion of long-term businesses than nationally. However, there has recently been a decrease in the number of businesses that are growing to VAT registration size. Compared to regional and national benchmarks, Cambridgeshire businesses have a low turnover and employ fewer people per business than the average.

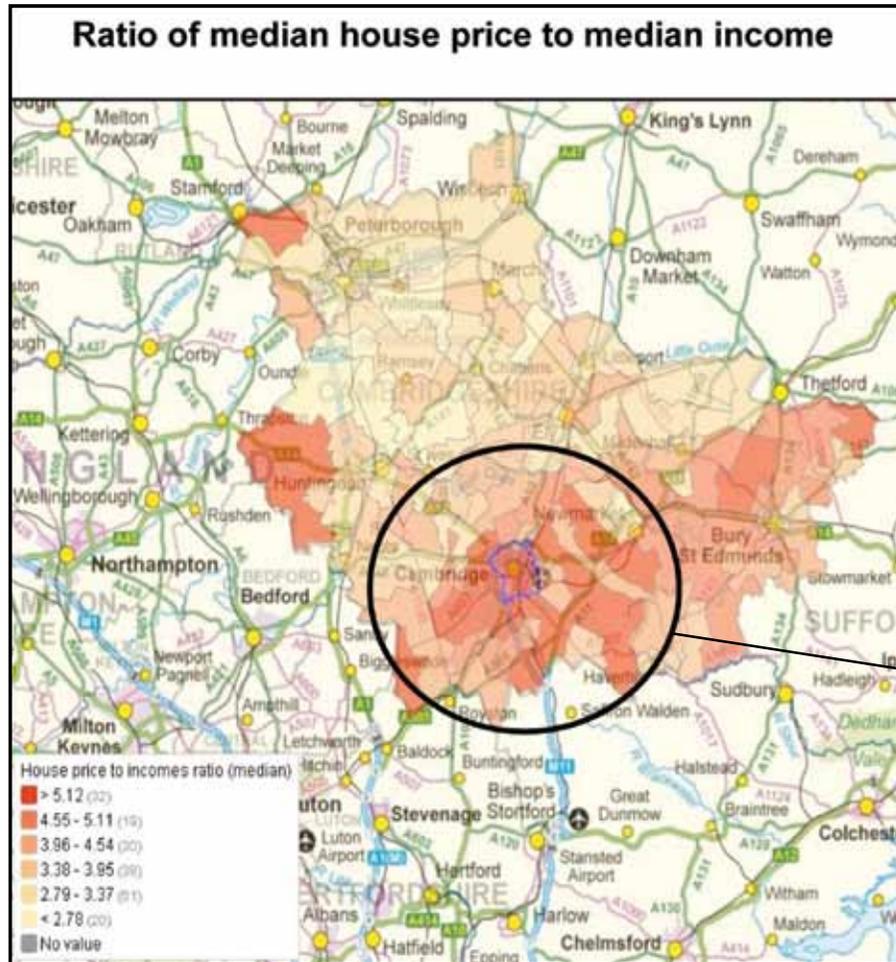
Despite this, there are big opportunities for Cambridgeshire, with its diverse industrial base. There are particular strengths in high value engineering and manufacturing, research and development, science and technology, creative industries and bio-chemicals, agriculture, food processing and tourism.⁸



6. Centre for Cities 2010 <http://www.centreforcities.org/assets/files/10-09-16%20Firm%20Intentions.pdf>

7. ONS Regional GVA December 2012 <http://www.ons.gov.uk/ons/taxonomy/index.html?nscl=Regional+GVA>

8. Business Profile 2012 <http://www.cambridgeshire.gov.uk/business/economicandcommunitydev/ecodevelopment/economicassessment.htm>



Housing in and around Cambridge is very expensive. This could present a real barrier to growing our economy and building prosperity for everyone.

Tackling deprivation and removing inequalities

As a whole, Cambridgeshire is an affluent county. Wage earnings and employment are relatively high. In 2011, across Cambridgeshire, the full-time workers' median weekly pay of £550 is higher than the England average of £508.⁹ We had employment rates of 80% among men and 68% among women of working age, which are above the averages for England as a whole.

However, within the county pay and employment vary considerably. Median weekly pay is only £444 in Fenland, compared to £608 in South Cambridgeshire. The employment rates for men and women in Fenland are below the national average at 71% and 57% respectively.¹⁰ Fenland is our most deprived district by far, and ranks amongst the most deprived 30% of local authorities in the UK as a whole.¹¹

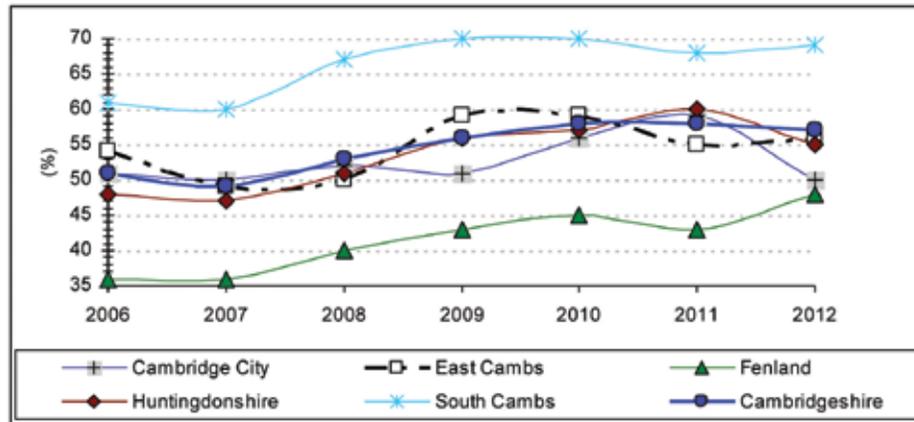
In this area, many houses are around five times the median income. Around half of all households are unable to afford to buy the cheapest 25% of houses.

9. Source: Cambridgeshire's Economic Assessment, 2012, People Profile page 21 <http://www.cambridgeshire.gov.uk/business/economicandcommunitydev/ecodevelopment/economicassessment.htm>

10. Source: Cambridgeshire's Economic Assessment, 2012, People Profile page 14 <http://www.cambridgeshire.gov.uk/business/economicandcommunitydev/ecodevelopment/economicassessment.htm>

11. Source: IMD 2010 Summary Briefing <http://www.cambridgeshire.gov.uk/business/research/economylab/Deprivation.htm>

Achieving 5+ A*-C GCSE and equivalent including English & Maths, all pupils, end of KS4 cohort, 2006-2012, by district of residence



Note: Figures for 2012 are provisional

One in nine people in the county receives housing benefit or Council Tax benefit. Amongst pensioners this rises to one in five people.¹³ Changes to the benefits and tax credit systems could reduce the incomes of many people in Cambridgeshire, including large younger families living in public sector housing, older families with health problems, settled single parent households and unemployed people.

There are also health inequalities across the county. These are closely linked with socio-economic circumstances and are more concentrated in Fenland, the north and east of Cambridge City, North Huntingdon and the north of East Cambridgeshire, where there are lower levels of skills, income and greater health inequalities than the rest of Cambridgeshire. People in the more socio-economically deprived areas of Cambridgeshire have a life expectancy which is 6.5 years lower for men and 4.9 years lower for women compared to people in the least deprived areas.¹⁴

The implications of these inequalities are far-reaching. Individuals with low skill levels are limited in their employment opportunities, which in turn limits income levels. Low skills are linked with poor health, crime and low social cohesion. Low skills also have an impact on the productivity and competitiveness of business and economies. Consequently, the number of young people not in education, employment or training (NEET) is a major predictor of future economic and social productivity.¹⁵

13. Mapping Poverty in Cambridgeshire 2009, <http://www.cambridgeshire.gov.uk/business/research/economylab/Deprivation.htm>

14. Source: Cambridgeshire Health and Wellbeing Strategy, October 2012 <http://www.cambridgeshire.gov.uk/council/partnerships/health-wellbeing-board.htm>

15. Source; The Costs of Child Poverty for Individuals and Society, October 2008
The costs of child poverty for individuals and society: a literature review | Joseph Rowntree Foundation

Managing increasing demand for our services

Council services are used most by people who are under 18 and people who are over 65, and we are expecting demand for our services to increase amongst both of these groups.

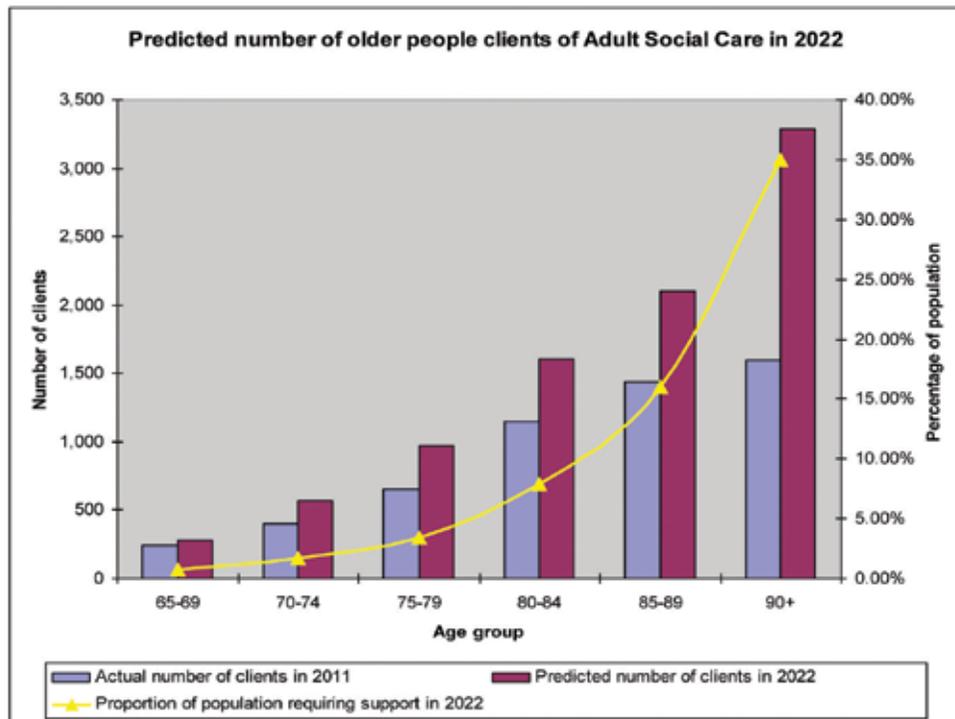
We are forecasting a large increase in the number of older people in the county. This will have a big impact on the number of people who need social care services.¹⁶ The yellow line on the graph shows how in 2022 we are expecting to support around one in three over 90 year olds, of whom there will be twice as many as there are currently.

It isn't just older people who need our services. We are starting to see the impact of profound medical advances which mean more and more children with severe disabilities are growing up to school age.

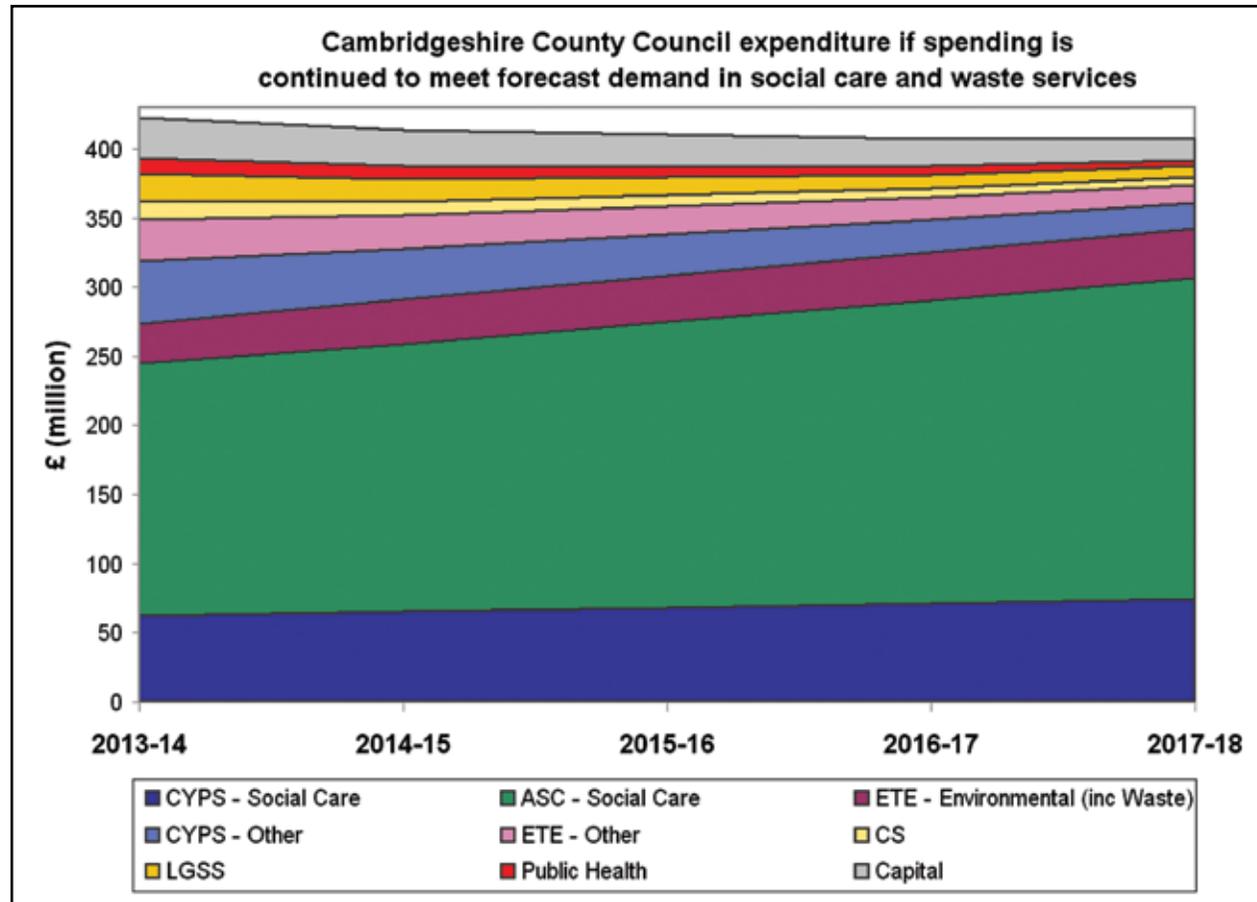
There are also some services that we provide for which demand is closely linked to the general growth of the population in the county, such as disposing of the waste produced in the county through recycling, composting and landfill.

These all put significant pressure on our services at a time when we are expecting our funding to decrease and be squeezed over the next few years.

The graph below shows how our spending on areas other than social care and waste disposal could potentially be squeezed as demand grows and we have to find savings elsewhere. This is a hypothetical scenario based on a national model.



16. Information from unpublished modelling. Based upon Projecting Older People Population Information (<http://www.poppi.org.uk/>) and Projecting Adult Needs and Services Information (<http://www.pansi.org.uk/>).



In 2013-14, the model estimates that the County Council could spend 65% of income on social care services for adults and children and waste disposal, and that this will increase to 84% by 2017-18 if no action is taken to address increasing demand.

In conclusion...

These issues do provide some of the most unprecedented challenges that the public sector has ever faced. We must overcome these if we are to continue to provide high quality services for the people of Cambridgeshire. The next chapters demonstrate how we plan to tackle these deep and profound challenges in the short and medium term for the benefit of all our residents. The final chapter starts to spell out what a different approach in the longer term could start to look like, setting out an exciting and innovative future for partners working together.

Source: internal modelling

2. Developing the local economy for the benefit of all

Since 2011 we have

- recruited 50 apprentices into the County Council
- delivered the first year of a programme of £90m investment to improve our roads
- secured first planning approval for a new recycling use in the Alconbury Enterprise Zone
- gained approval by Northstowe Joint Development Control Committee (JDCC) for Northstowe phase 1 which includes 1,500 homes
- launched the raising the participation age strategy which brings together schools, youth services, employers and post 16 providers to design the post-16 education system
- delivered over 91% first choice places in our primary schools and 94% in secondary
- secured Growing Places funding to help progress four key projects across the County: Ely Crossing, Babraham Park and Ride, Huntingdon Link Road and Babraham to Abington Cycleway

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 in the County Council as a whole. Our key strategic partners will be the Local Enterprise Partnership (LEP) – our local partnership led by business and supported by local government – and our business, education and third sector communities.

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 as leaders 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 system.

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 so that we manage water demand effectively and avoid increasing the flood risk.

Cambridgeshire's '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. What is more, the Government has selected Alconbury as an Enterprise Zone, so the site will 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.

Bold decisions

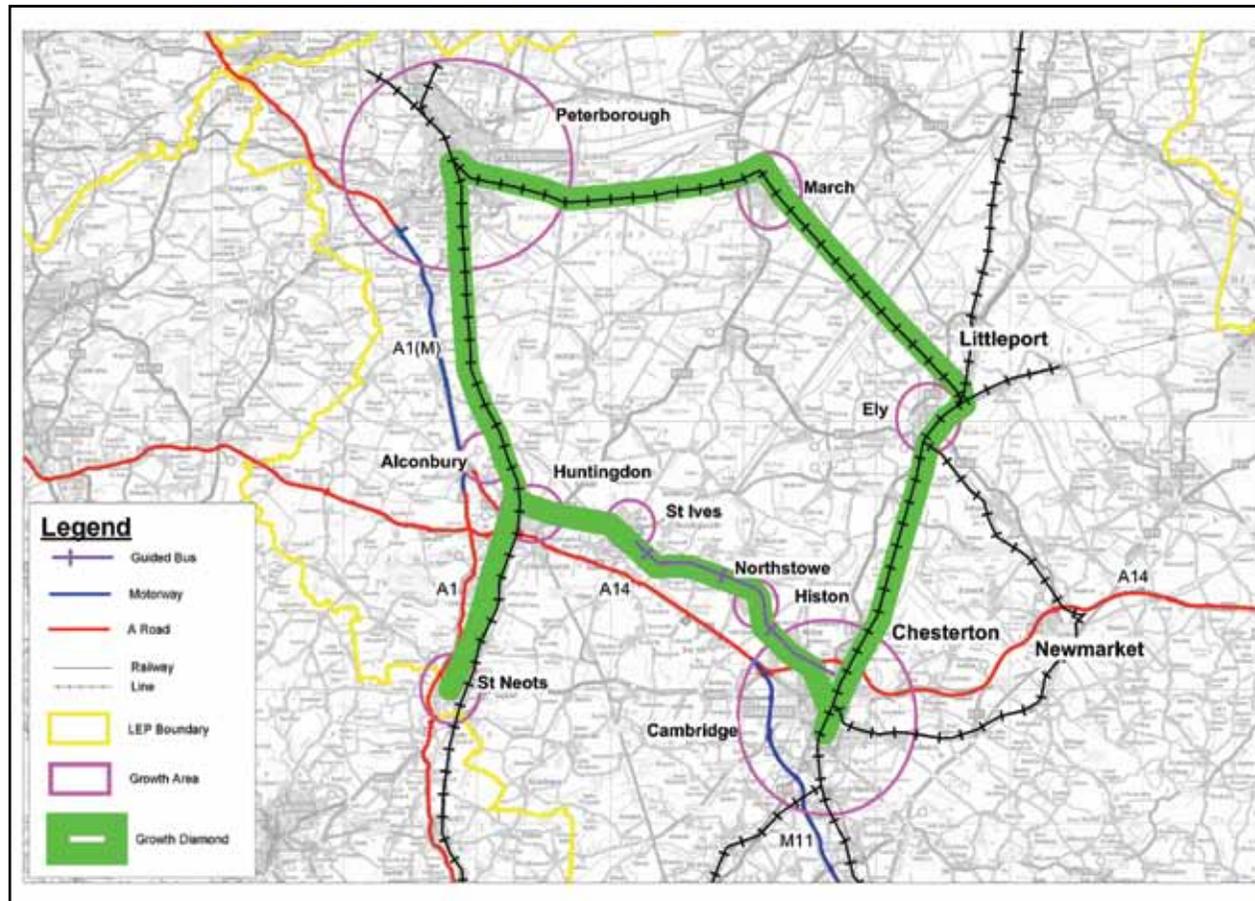
Our leadership means making bold decisions on borrowing for our future economic growth. We need to prioritise key investments that are critical to our ambitions. These key investments include providing affordable housing, key transport links and the infrastructure necessary to support our local communities' growth and development.

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.

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 and this includes affordable homes. 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 through the construction industry and related sectors.

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 community infrastructure

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.

We need to make it easier for people to get jobs 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, and reduce fares that can restrict people's ability to travel. 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 modern energy-efficient lights that will cut maintenance and electricity costs.

Sufficient childcare, school and post-16 places to meet the needs of the population

Between 2012-13 and 2017-18 we will spend £523m in capital investment on providing sufficient school places in Cambridgeshire. This is an unprecedented investment in the future of our children's education. Our growing population has created enormous demand for a 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 that we get as long a planning horizon as possible in which to plan.

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 but 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.



High quality teaching and learning at every level

Good early years' provision, together with 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 later in life and go on to better jobs and further learning.

Good schools and teachers are critical for better educational outcomes. Our current outcomes are above average but they could be better. In particular, there are acute inequalities in the educational outcomes of deprived children. We are leading a county-wide approach to narrowing the educational gap in outcomes for these children.

We are working with partners to provide direct bespoke support to schools that are vulnerable. We also work with all schools to ensure that there is a model of schooling improvement in place that leads to sustainable improvement, and reflects some of the excellent practice that is already happening between schools and builds networked learning.

In the longer term we are making sure that our education services are sustainable and high quality, able to compete within a developing and volatile market.

Training for the skills that employers need

It is critically important that we provide the right place in education for all children and young people in Cambridgeshire. Nationally the participation age in education or training is increasing to 18 and in Cambridgeshire we need to make sure there are enough of the right places for young people to continue to learn after age 16. This includes college places, vocational courses, apprenticeships and work-based training. How much a young person achieves by the age of 19 is a critical factor in their future earning potential. These young people are our future workforce.

We are very short of apprenticeship places across the county. We have some of the best post-16 providers in the country; we need to work with them and also with businesses to produce the workforce that our economy needs.

We should also have a much better understanding of what employers look for when recruiting, and then find ways to address any mismatches between employer expectations and our young people's educational qualifications and skills. There is also a real variance in adult skills performance across the county.

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.

This year we will

- determine planning applications for Addenbrookes Hospital Energy Innovation Centre, Cambridge Science Park Station and Ely Southern Bypass
- secure planning approval for a further 14,750 homes - sites include:
 - Ely (3,000 approx)
 - Alconbury (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
- deliver the raising the participation age strategy which will reduce the numbers of young people not in education, training or jobs without training
- 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 2011 we have

- set up a shadow Health and Wellbeing Board, and consulted on and published a Health and Wellbeing Strategy for Cambridgeshire
- worked with schools to narrow the gap in educational outcomes between those who are facing deprivation and their peers in the primary age range
- established a new families' workforce and located some social workers in locality teams to better enable early intervention and prevention of need
- developed ShapeYourPlace to over three 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
- successfully introduced the 're-ablement' scheme, which helps those with social care needs to return to their own homes

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.

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.

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.

A shadow health and wellbeing board across Cambridgeshire

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 shadow Health and Wellbeing Board for Cambridgeshire and published a health and wellbeing strategy for the county. 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 the budgets, we can develop more integrated programmes that make better use of resources.

Bringing the new public health capacity from the health sector into local government is a really exciting opportunity for us to improve the way that we plan for need and identify our progress.

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 will invest in free childcare places for two year olds from deprived families, leading up to a guarantee of a place for all such families by 2013, so that parents can go back to work and support their children.

Locality teams help us to be flexible in responding to local needs. 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 40 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 in the longer term. We are reviewing how we meet the needs of newly arrived eastern european families in order to better support these families and their children to access 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 are encouraging people with assessed social care needs to direct their own support by increasing their choice and control over the services they need. Working with our NHS partners, we introduced 'reablement' for older people in September 2010. Our home-care services now focus on helping people do things for themselves so they can live independently, for example after illness or injury. This approach has seen real success and 60% of users have not needed ongoing care. A key part of our strategy of helping to support people to live more independently is to ensure we maximise the use of equipment and assistive technologies (AT).

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.

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 three of our districts (Fenland, East Cambs and Huntingdonshire) 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

- deliver the health and wellbeing strategy across the county
- embed public health expertise across our services to improve our delivery of outcomes
- roll out ShapeYourPlace to the whole county
- roll out the guarantee of a funded childcare place for all vulnerable families
- expand our programme further
- encourage more people to take up a personal budget in Adult Social Care
- continue to modernise our services for older people and those with learning disabilities to ensure they reflect the needs of our users

4. Supporting and protecting vulnerable people

Since 2011 we have

- launched the Together for Families project which will bring partners together to work better with the most vulnerable families
- invested in a new school for children with autism to keep these children closer to their home
- rolled out the social work “working for families” model of social work which better supports families to care for their children
- reduced our Looked After Children numbers by 15% and saved £2m by supporting families to care for their children and increasing the number of children adopted
- invested in more sheltered housing for older people to reduce the demand for residential facilities

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 increasingly 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.

Narrowing the gap in outcomes for those who are deprived

Since 2012 in children’s services our core purpose has been concentrated on 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.

The 2012 results have shown some promising signs of progress in our work to break the link between deprivation and poor educational performance. We will continue to work with schools, colleges and early years’ providers to identify the children who are facing deprivation and support them to achieve.



Specific help for at risk groups

We know that some people are more at risk of crisis than others. If we invest better earlier, working in partnership we can improve outcomes and save considerable resources in the longer term.

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.

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.

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.

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 the County Council and its partners to seek further funding to extend the project to help more individuals who become chronically excluded.

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 help local authorities take forward this work, but we will have to demonstrate that our approach is having an impact if we are to secure this funding. In the longer term we hope to demonstrate to partners that we can develop better interventions together which are worthy of a more joined up approach to resourcing our combined work with these families.

Social work: working for families

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 has shown us that we need to sharpen our focus on improvement through this transformation and we have a rigorous improvement programme in place.

We are ambitious about leading a partnership approach to reduce safely the numbers of children in Local Authority care, and to improve the experiences of those who are in care. Our Looked After Children Placement Strategy ensures the right children are in care at the right time. This means stepping in early to reduce the number of families in crisis, investing in prevention activities such as parenting, so that more children can stay at home.

Preventing 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 and we will invest more in preventing domestic abuse and providing support for victims.

Investing 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. In the past year we have been successful in raising the awareness of adult safeguarding issues resulting in a 22.3% increase in the number of referrals. We have completely reviewed our safeguarding policy guidance and 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. 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
- 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 2011 we have

- been awarded the Shaw Trust Web Accreditation for our website, confirming people with a wide range of disabilities find it accessible
- received 12,634 transactions this financial year by October 2012, totalling almost £1.5 million, through our online payments system
 - 9,941 transactions were taken by telephone
 - 2,693 transactions were self service
- 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
- saved £250,000 per year by re-tendering our cleaning contract
- reduced our energy bills by reducing energy consumption and CO2 emissions across all our buildings saving £300,000 per year and improvement works in Shire Hall which resulted in 57% decrease in gas consumption
- achieved property sales so far this year to November (2012-13) of £8.8m against a target of £7.9m. In 2011-12, sales completed totalled £5.1m against a target of £1.6m

We want Cambridgeshire to be the best county in England in which to live and work. As an organisation, we need to make sure that we are ready to deliver our ambitions.

Digital channel 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 the use of mobile applications for our customers. Other channels, such as telephone or face to face communication, will always be available for those customers who need more support.

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 flexible 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. An essential part of this development is to make sure that our leaders and managers have the skills and tools to manage a flexible team.

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.

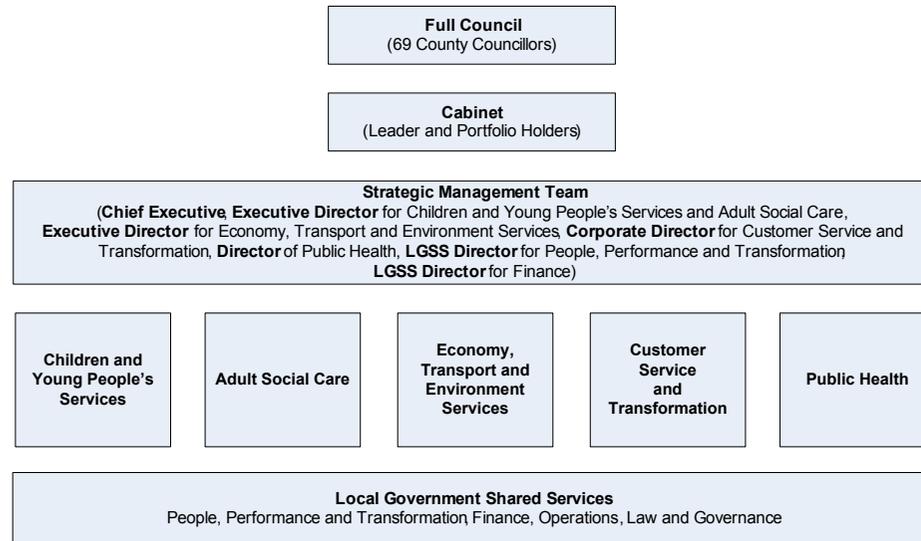
Using information responsibly

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.

Local Government Shared Services (LGSS)

LGSS is the shared services venture set up by founding partners Cambridgeshire County Council (CCC) and Northamptonshire County Council (NCC), offering a fully integrated support service. The long standing partnership between the two councils has allowed LGSS to move quickly to a position where it is delivering real financial and operational benefits to partner councils.

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, technology 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.

This year 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.
- reduce the costs of administrative overheads and minimise the impact on front line services.

6. Planning for the longer- term

Our Business Plan sets out a bold ambition and vision for Cambridgeshire over the next five years, with a particular focus on the year ahead. This Strategic Framework adds context and detail to our five-year vision, setting out how we intend to achieve it.

However, we know that in many cases we are really looking much further forward than the next five years. The impact of our work with families and communities will often span generations, whether it is supporting a child through education or constructing key infrastructure like the Busway.

We know that to really do the best for the people of Cambridgeshire, we need to be looking at the long-term innovations and transformations that will improve services and save money.

We are actively working with partners across the public, private and voluntary sector in Cambridgeshire to plan for the long-term. Over the last year examples like the Multi-Agency Referral Unit – for victims of domestic abuse and children and adults who are vulnerable – showed exactly how radical transformation across the public sector can improve frontline services at the same time as saving taxpayers' money.

This year we have learned even more about the scale of the situation we are faced with. The economic outlook for the UK is not as positive as we hoped it would be this time last year, and recent results from the census confirmed that Cambridgeshire is the fastest growing county in the country.

That is why in 2013-14 we will look even harder at our longer-term planning. We will challenge ourselves and partners to consider the changes that we need to instigate now to ensure the prosperity of Cambridgeshire beyond this five year Plan.

Appendix 1: Performance indicators

Performance indicators provide valuable information and must be defined very carefully to balance the need to be proportionate in collecting information, with the level of detail that is required in order to be operationally useful. Work to develop our key performance indicators will take account of changes to the data that government requires local authorities to submit (which is currently under review), as well as the level of change and transformation within the Council that is required to respond to current challenges.

The list below sets out indicative performance indicators. They are not final and will change as Government clarifies its requirements and priorities and service plans are refined. However, they provide a flavour of the areas we could monitor to assess the benefits of our services.

Although a small set of performance indicators will be reported to Cabinet, our Services and Directorates monitor a larger set to make sure that the services they manage are performing as well as possible. Services and Directorates typically monitor these indicators in monthly meetings.

This appendix sets the performance measures that will be reported to Cabinet on a monthly and annual basis.

The link between Service performance indicators and corporate priorities

The indicators are grouped by those that will be reported monthly and/or quarterly and those that are reported annually. Within the set of indicators, they are then grouped by one of our three priorities or those that reflect being an efficient and effective organisation. We then show which indicators are linked to particular themes in our Strategic Framework.

It is also important to note that many pieces of work contribute to outcomes across more than one priority or theme. For example, supporting someone to live independently might also enable them to continue working, thus maintaining their contribution to a healthy economy, even though the indicators that monitor work to support them are not explicitly linked to the priority about the economy. Educational attainment at school is included under the 'developing the economy' priority, but could be sensibly included under the 'independent and healthy lives' priority. In many cases, the indicators will reflect more than one corporate priority and/or Strategic Framework theme, but are listed just once for ease of reporting.

The following tables show the performance indicators against which targets will be set for 2013-14. Some targets are already available and have been included. To ensure that there is sufficient challenge, the remaining targets will be set once the outcomes of the previous year (2012-13) are known.

Priority	Strategic Framework Theme	Indicator	Frequency	What is good?	Target for 2013-14	Comments on target	
Developing our economy	Growth	Gross Value Added (GVA) per head of population (ONS)	Annual	High	£23,000	For 2011 it was £22,716 (compared with England = £21,349 and East of England = £19,355). Provisional target for 2013 assumes 1.25% growth between 2011 and 2013. The outcome is not directly within our control.	
	Long term maintenance of the highway network	The proportion of roads that are in good condition	Annual	High	Principal roads 96% non-principal roads 91%	Longer-term targets are under review to reflect the additional funding provided for road maintenance.	
	Improve public transport links	The number of bus journeys that start in Cambridgeshire	Annual	High	20,350,000	Target reflects recent growth in bus journeys.	
	Deal with transport bottlenecks	Growth in cycling index from 2004/05 average baseline	Annual	High	32.3%	Target is for a further increase in cycling.	
		The average journey time per mile during the morning peak on the most congested routes	Annual	Low	3.8 minutes		
	Sufficient childcare, school and post 16 places	The proportion of children getting their first choice of primary school	Annual	High	To be set		
		The proportion of children getting their first choice of secondary school	Annual	High	To be set		
	Place Holder: Childcare sufficiency measure to be developed						
	High quality teaching	The proportion of children achieving Level 4 or higher in Maths and English at 11	Annual	High	To be set		
		The proportion of children achieving 5 or more GCSEs at A* - C including English and Maths	Annual	High	To be set		

Priority	Strategic Framework Theme	Indicator	Frequency	What is good?	Target for 2013-14	Comments on target
Healthy and independent lives	Health and Wellbeing	Differences in life expectancy between areas of Cambridgeshire	Annual	Low	To be set	
	Health and Wellbeing	The percentage of children weighed and recorded as obese according to the national childhood measurement programme	Annual	Low	Reception: 8.1% Year 6: 16.3%	No increase from 2011/12.
Vulnerable people	Safeguarding adults	The proportion of people who use social care services who say they feel safe	Annual	High	65%	This is the current years target which is based on previous survey results. The target will be reviewed once the survey issued in January 2013 has been analysed.
	Supporting vulnerable people	The proportion of people who use social care services who feel those services help them to have a better quality of life	Annual	High	To be set	
	Social Work	The proportion of care leavers who are in employment, education or training when they are aged 19.	Annual	High	65%	Current performance is 58.6%.
		Total number of adoptions made in the year	Annual	High	To be set	
	Narrowing the gap	The difference between the proportion of children receiving free school meals achieving 5 or more A* - C GCSEs including English and Maths and the proportion of all other children achieving the same standard	Annual	Low	To be set	
		The difference between the proportion of children receiving free school meals achieving Level 4 or better in English and Maths at 11 and the proportion of all other children achieving the same standard	Annual	Low	To be set	

Priority	Strategic Framework Theme	Indicator	Frequency	What is good?	Target for 2013-14	Comments on target
Developing our economy	People in work	The proportion of Cambridgeshire residents aged 16-64 in employment	Quarterly	High	72.5%	Target has been set to arrest the underlying downward trend and stabilise the employment rate, which is believed to be both realistic and challenging in the current economic circumstances. The outcome is not directly within our control.
	Training for skills employers need	The number of people starting as apprentices	Quarterly	High	4,600	The target is for a 15% year-on-year increase, which is a challenging but realistic objective.
		The number of 16-19 year olds starting as apprentices	Quarterly	High	1,120	The target represents a 12% increase. The County Council is supporting a number of projects and initiatives to increase recruitment.
		The number of people completing courses to directly improve their chances of employment	Quarterly	High	20,000	Target set to maintain current level of completions. Monitored in-year by number of enrolments.
		The proportion of children in year 12 taking up a place in learning	Monthly	High	94.5%	Targets set to increase in line with the Raising the Participation Age (RPA) agenda
		The proportion of children in year 13 taking up a place in learning	Monthly	High	89.8%	Targets set to increase in line with the Raising the Participation Age (RPA) agenda
	Street lights up to modern standards	The proportion of streetlights that are working	Monthly	High	99%	Target is the performance target in the PFI contract.
	High quality teaching	The proportion of Cambridgeshire schools judged good or outstanding by Ofsted	Quarterly	High	To be set	

Priority	Strategic Framework Theme	Indicator	Frequency	What is good?	Target for 2013-14	Comments on target
Healthy and independent lives	Self Directed Support / Choice / Control	The proportion of people using social care services who have chosen how their support is provided	Monthly	High	80%	Current performance is 72%, although has been slowly dropping throughout the year as not all people counted in the denominator receive services that are appropriate for SDS. The 80% remains an aspirational target at a county level, although many of the teams should be able to achieve 90%+ depending on their client group and the type of service commissioned.
		The proportion of people using social care services who manage their support themselves	Monthly	High	40%	Current year target is 35% and performance is 38%. The entrenchment of direct payments into care delivery is a key objective. The proposed target is designed to be both stretching and achievable.
	Reablement	The proportion of older people who have been successfully supported to live independently following crisis	Monthly	High	55%	Target may need to be revised to reflect expansion of the service currently underway.
	Living independently	The rate of admissions of people aged 18-64 to residential and nursing care homes, per 100,000 population	Monthly	Low	16.2 per 100,000 population	This is the current year target. This needs to be revised in light of the savings target attached to a 12% reduction in residential placements for the 2013/14 financial year.
		The rate of admissions of people aged over 65 to residential and nursing care homes, per 100,000 population	Monthly		735 per 100,000 population	This is the current year target. This needs to be revised in light of the savings target attached to a 12% reduction in residential placements for the 2013/14 financial year.
	Supporting carers	The proportion of carers receiving support out of all people supported in the community	Monthly	High	27%	This is the current years target and it is unlikely to be revised in the 2013/14 financial year. It remains a stretching and challenging target, but one appropriate for a county with the current population size.

Priority	Strategic Framework Theme	Indicator	Frequency	What is good?	Target for 2013-14	Comments on target
Healthy and independent lives	Working with communities to support vulnerable children and families	The proportion of 2 year olds from poor families receiving free childcare	Monthly	High	To be set	
		The proportion of support plans created through the Common Assessment Framework (CAF) that were successful	Monthly	High	To be set	
		The proportion of families in 'hard to reach' groups registered with their local Children's Centres	Monthly	High	To be set	
		The proportion of parents supported by family workers reporting increased confidence in parenting	Quarterly	High	To be set	
	Develop what our libraries offer	The proportion of people living in Cambridgeshire who actively use a library service	Monthly	High	25%	Maintains current performance target.
	Health and Wellbeing	The number of people killed or seriously injured on the roads over the past 12 months	Monthly	Low	308	Target is for a reduction in deaths and serious injuries in line with forecasts in the Government's strategic framework for road safety.
	Health and Wellbeing	The number of people successfully quitting smoking with support from stop smoking services	Monthly	High	3,900	Maintains current performance target.
	Health and Wellbeing	The number of health checks carried out for people aged 40-74	Monthly	High	35,945	
Working together	Percentage of retail 'problem premises' selling age restricted products	Percentage of retail 'problem premises' selling age restricted products	Quarterly	Low	15%	Target to maintain at no more than 15% over three years.
		Percentage of 'problem' rogue traders brought back into compliance	Quarterly	High	80%	Target to maintain at 80% or higher over three years.

Priority	Strategic Framework Theme	Indicator	Frequency	What is good?	Target for 2013-14	Comments on target
Vulnerable people	Together for families	Place Holder: A process indicator will be developed for the 'Together for Families' project				
	Social work	The proportion of children who are referred to social care within 12 months of a previous referral	Monthly	Low	To be set	
		The number of Looked After Children per 10,000 children living in Cambridgeshire	Monthly	Range	To be set	
	Tackling domestic abuse	The proportion of people referred to Independent Domestic Violence Advisers who engage with the service	Quarterly	High	64%	Maintains current performance target.
Efficient and effective	Digital by default	The proportion of visits to the County Council website that are successful (on-line survey)	Monthly	High	60%	Performance in 2011/12 was 54% and since April 2012, it is 59%.
	Workforce	The average number of days lost to sickness per full-time equivalent staff member over the previous 12 months	Quarterly	Low	7.8 days	Maintains current performance target.
	Information	The proportion of customer complaints received in the month before last that were responded to within minimum response times	Monthly	High	90%	Maintains current performance target.
		The proportion of Freedom of Information requests responded to within timescales	Monthly	High	95%	An increase of 5% on 2012/13 target.