

Introduction

We are pleased to present the 2019 – 2021 strategic plans for Cambridgeshire County Council.

This sets out our progress in key areas and our ongoing commitment to focus our efforts and budget where they are needed most.

For the last three years, Cambridgeshire County Council has been developing an ambitious programme of transformation, with a determination to improve lives for local people despite an increasingly challenging financial context.

This work has prepared the Council well for the next period of significant challenge and change when the demand for our services is expected to continue to grow, in line with the increasing Cambridgeshire population, and the available funding for our services is set to decrease.



A handwritten signature in black ink, appearing to read 'Steve Count'.

Steve Count Leader of
Cambridgeshire County Council



A handwritten signature in black ink, appearing to read 'Gillian Beasley'.

Gillian Beasley, Chief Executive of
Cambridgeshire County Council

The Council's Strategic Framework

In this changing environment, it is more important than ever that we have a clear strategic approach which will enable us to evolve as challenges become more complex and as collaboration across the public sector and with our communities becomes increasingly critical.

Our strategic framework ensures that our plans are driven by our shared vision for the county to **Make Cambridgeshire a great place to call home** and focuses on achieving a number of outcomes for the people of Cambridgeshire. The framework, of which this Business Plan forms a central part, comprises the following elements:

- ◆ A **Corporate Strategy**, describing the Council's long term vision for Cambridgeshire, the outcomes we strive for and our priorities for change;
- ◆ A set of ambitious **performance measures** which will be used to hold us to account for improvement across Cambridgeshire;
- ◆ The Council's **Business Plan**, which describes how we will commission services to deliver these outcomes within the resources we have;
- ◆ A suite of **key strategies** describing a detailed corporate approach to the management of core activities such as finances, workforce, digital services and assets;
- ◆ A set of **partnership agreements and action plans** which describe multi-agency approaches to deliver improved outcomes across Cambridgeshire;
- ◆ **Service plans**, which describe how each of our directorates work to deliver our business plan objectives, including priorities for delivery as well as transformation and service improvement initiatives; and
- ◆ The Council's **transformation programme** which brings together our ambitious programme of change to ensure that we have the resources and capacity to deliver at pace.

Priority Outcomes

Cambridgeshire County Council has put outcomes for citizens at the heart of its strategy and transformation programme for the last three years. This outcomes based approach has focused the organisation on **the difference that we make**, not just what we do and how well we do it. It has also helped us to bring partners around **common purpose and shared ambitions** for the citizens of Cambridgeshire. The 2019-21 Corporate Strategy prioritises three outcomes for this period:

Priority Outcomes for Cambridgeshire Citizens

A good quality of life for everyone	Thriving places for people to live	The best start for Cambridgeshire's children
<ul style="list-style-type: none"> ◆ Keeping vulnerable people safe in a way that draws on their own strengths and those of their communities. ◆ Nurturing healthily communities that have access to resources that enable them to support themselves, connect with others and become sustainable. ◆ Improving social and economic equality so that life expectancy, opportunity and social mobility are not determined by wealth or background. ◆ Encouraging and supporting people to choose healthy lifestyles to prevent problems in later life - focusing our help on those communities most at risk of poor health outcomes. ◆ Using our public assets wisely and raising money in a fair and businesslike way to generate social return for all citizens of Cambridgeshire. 	<ul style="list-style-type: none"> ◆ Growing financial and social capital place-by-place by stewarding local resources including public, private and voluntary contribution. ◆ Continuing to invest in the environment, infrastructure and services that are a vital part of everyday life for everyone in the county and for a thriving local economy. ◆ Putting more choice and more independence directly into the hands of individuals and communities. ◆ Working with District and Parish Councils, Public Sector Partners and other community organisations to provide local services which build supportive, resilient communities and great places to live. 	<ul style="list-style-type: none"> ◆ Focusing on what happens to children in their earliest years as the key to influencing positive outcomes in adult life. ◆ Working with children, their families and carers to develop positive attitudes to learning and health and wellbeing. ◆ Joining services across health, education and social care to address social inequalities in our most deprived communities. ◆ Intervening early and effectively to support and safeguard vulnerable children, young people and their families. ◆ Increasing stability in placements for children in care. ◆ Providing ongoing support for care leavers to help achieve positive educational outcomes and access to quality work opportunities.

Themes and Design Principles

A set of strategic delivery themes has been developed which, when taken together and consistently applied across all of our programmes of change and transformation, should build on each other and focus the energy and resource of the organisation on delivering our priority outcomes. These themes are underpinned by our Council wide design principles and each has its own leader and action plan.

Corporate Strategy themes						
Embedding a demand management approach across the business	Developing a range of forward looking data and insight to guide our choices	Developing a place based model of practice across all services	Developing a workforce that works in the ways and places that matter to citizens	Developing strength and depth in our commercial activity	Cultivating policy and practice so that citizens are always involved in the design and development of our services	Taking a system wide and long term view in everything that we do.
Council-wide design principles						
Meeting need in a way that improves the quality of life and reduces inequalities	Focusing on communities and places	Being business like and commercial	Working for the system in partnership	Committed to continuous learning and improvement	Focused on modern, automated and lean delivery	

Performance

We review our performance frequently to make sure that we are delivering on our aims.

Our Service Committees monitor performance and finance in their areas monthly, and the General Purposes Committee oversees overall progress in delivering on outcome areas.

Each Service Committee chooses measures and targets to help them understand performance. This might include monitoring the activity in the service (like how many people are being supported) as well as monitoring the outcomes of the service (like how many people live independently after being supported by reablement services, or how much of the road network is in need of repair). Service Committee Finance and Performance Reports are available on the Council's website.

All of the measures chosen by the Service Committees are categorised as being most relevant to one of the Council's outcomes. The General Purposes Committee then oversees the performance of all of these indicators in each of the outcome areas in a monthly Integrated Finance and Performance Report, which is also available on the Council's website, as is the full list of all performance indicators overseen by Service Committees.

The General Purposes Committee also manages our financial situation, supervises the performance of the Transformation Programme, monitors corporate indicators like staff sickness, and manages key corporate risks as part of the same report.

If performance is not at the expected standard, the Service Committee makes a report to the General Purposes Committee explaining the situation and what action is being taken to get back on track.