

# **Cambridgeshire County Council Draft Integrated Plan 2010**

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(Section 2)

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## **Introduction from the Leader of the Council**

Welcome to Cambridgeshire County Council's Integrated plan for 2010.

2009 was very much a year of achievement for the Council.

We were assessed by the Audit Commission, the Government's spending watchdog, as performing well for our communities in its new OnePlace assessment of public service performance.

In the same assessment, we were also awarded a coveted Green Flag for the County's performance on waste and recycling - we could not have done that without your support.

The Integrated Plan sets out our goals for the next decade.

Our plans are rooted in what our communities want, and what matters most to them.

What has become even more important, given the financial situation facing public services, is making sure that we get the most from every single pound of taxpayer's money.

That means building on our excellent track record in partnership working.

The impact of the recession and the banking crisis means that there is a black hole in the nation's finances – that means less money coming to councils, the police and the NHS. We are all having to cut our cloth accordingly.

We have been determined to do everything we can to achieve the very difficult balance of preserving essential services, while keeping any council tax increase to the lowest possible level.

Over the next five years, because of inflation and demographic pressures the County Council will see a reduction in its spending power of about 20%.

That means we will need to radically change the way we work and how we provide services. We will do more work with our partners in public services and the voluntary sector. But inevitably, it means that services will be delivered differently, and in some cases not at all.

We have been working hard to develop new ways of delivering services which are more innovative and efficient.

Projects like *Making Cambridgeshire Count* have brought councils, the police and the NHS together on projects designed to reduce costs and duplication, and which put the needs of residents first.

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We will see the benefits of this work over the next few years. But in the meantime, we have concentrated on getting our own house in order and have made £XX in efficiency savings over the past year.

These are challenging times, but our track record is extremely strong.

During 2009 alone, we:

- Reduced the number of children killed or seriously injured on our roads
- Improved two of our largest and busiest libraries in Huntingdon and Cambridge
- Increased the number of local bus passengers by over 2 million
- Provided 60,000 hours of support to 260 disabled children at home
- Been recognised as the Transport Authority of the Year
- Opened a £42 million waste recycling plant which will continue Cambridgeshire at the forefront of waste management in the UK
- Cared for nearly 8,700 older people in their own homes
- Have been judged as an 'achieving' local government organisation in respect of our approach to equality and diversity.
- Been judged by our inspectors as performing well by under a new and tougher inspection regime

I hope this document is a useful summary of our plans. If you have any questions, please don't hesitate to contact us - you will find details of how to get in touch on the back cover.

Cllr Jill Tuck  
Leader, Cambridgeshire County Council.

## Our Story

### Who are we and what do we want to achieve?

**“Cambridgeshire, a great place to call home”**

Put simply, we want Cambridgeshire to be a great place to call home.

The Council is responsible for services that touch the lives of everybody in the county. We maintain the local roads; we support the state schools in the county; we manage waste disposal and household recycling centres; and we provide social care services for the more vulnerable people in our society, to name but a few.

As we are involved in such a wide range of services, we know that what we do has a huge impact on a lot of people. We want to make sure that we focus on what matters most, improving people’s lives and helping them to really enjoy living in Cambridgeshire.

We want to work closely with our partner organisations across Cambridgeshire, this year we have launched an exciting initiative called Making Cambridgeshire Count which is enabling us to explore with partners where opportunities exist to collaboratively provide better services and overall value for money for taxpayers.

The County Council of 69 elected local politicians, led by the Conservative majority administration, governs and guides Cambridgeshire County Council. Together with the people that work in our organisation and our partner agencies, we want to achieve a lot for this County, and this plan sets out our ambitions for the next 5 years.

### What is in this document?

This document is organised into four sections:

- **Our Story** – sets out what Cambridgeshire is like as a place and what the Council is like as an organisation.
- **Our Strategic Objectives** – sets out what we will be focusing on to achieve our vision for Cambridgeshire.
- **Our Performance and Action Plan** – provides action plans, setting out in more detail what we are going to do to achieve our vision and how we will know if we’ve improved things for local people.
- **Our Resource and Financial Plans** – sets out how we plan to spend our money and direct our resources in order to achieve our vision.

### What is Cambridgeshire like now?

There are many reasons why Cambridgeshire is already a great place to live and work. It is an incredibly vibrant County, with hugely diverse communities and places across the county – from the rural fens to the university city of Cambridge.

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As well as celebrating the diversity of Cambridgeshire we also need to make sure we are addressing the inequalities that exist and the issues that are matter most to certain areas, not just the County as a whole. For example, women living in South Cambridgeshire, on average, have a life expectancy three and a half years higher than women living in Fenland. The number of reported crimes is three times higher in Cambridge than it is in East Cambridgeshire. These are the sort of differences that we need to address in the county over the next decade.

### Working with our partners

**“Making Cambridgeshire Count is one of the most exciting projects I’ve been involved in since I’ve been in local government. It’s challenging and stimulating – and is going to lead to the radical change we need” Jill Tuck, Leader of the Council**

We have worked closely in the community and with our partner organisations from across Cambridgeshire to agree what we would all like to achieve for the County and how we can work together most effectively to make it happen. We have agreed that we want Cambridgeshire to be:

**“A County of strong, growing, prosperous and inclusive communities supported by excellent services where people can fulfil their potential, live longer, enjoy healthier lifestyles, and influence decision-making”**

Our public services alongside many voluntary, community and private sector organisations are working towards this vision. We have a Board with representatives from each of these sectors, called Cambridgeshire Together, which will ensure that we achieve this vision.

The pressures we are faced with in 2010, of less money and more demand on our services, mean that we have had to act swiftly and radically to realise our ambitions for a more effective and efficient Cambridgeshire.

Our new initiative, Making Cambridgeshire Count, is revolutionising the way that we work together as public sector partners in the county. It involves public authorities from across the County, including District Councils, the Police, the NHS, the Fire and Rescue Service and others, such as the Voluntary and Community Sector.

As public sector organisations we need to provide even better services for people in Cambridgeshire at better value for money. Making Cambridgeshire Count is looking at how we can do this in a number of key areas such as domestic abuse and reducing inequalities. It is also looking at how things like assets and provision of services can be shared across partners to save the taxpayer money. This initiative will drive improvements to services and efficiencies from 2010.

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### **How are we performing?**

Our performance was assessed in a number of ways in 2009 based upon our organisation, the services we provide and Cambridgeshire as a place to live.

#### OnePlace

As an area, Cambridgeshire has been assessed by the OnePlace national inspection and has been found to be a place with many positive aspects such as the health and safety of our communities and the strength of our local economy. In particular the waste and recycling levels in Cambridgeshire, supported by the Cambridgeshire and Peterborough waste recycling partnership, was highlighted as performing exceptionally. This assessment also highlighted areas for improvement in the county. We know that we need to do more to reduce inequalities in Cambridgeshire, particularly with regard to issues like rural isolation, education attainment and health outcomes.

The same inspection process judged Cambridgeshire County Council to be “performing well” in the way that it uses its resources and manages performance. The Council was also considered to be “performing well” as a whole. We’ve also been assessed as “achieving” organisation in respect of the equalities framework for local government in 2009. This means that we promote equality in Cambridgeshire well and understand and celebrate the diversity of the county.

#### Children’s Services

The Annual Performance Rating for 2009 reported that Children’s Services ‘performs well’ overall. This is consistent with the previous Annual Performance Assessment rating of ‘good’. Performance against the large majority of national indicators, including those of staying safe and enjoying and achieving is in line with similar areas and national figures. Whilst outcomes for children and young people are considered good overall, it is recognised that outcomes must improve further, particularly where there are relative inequalities for some groups of children and young people. Tackling these inequalities remains a key priority for us in 2010.

The recent inspection of Safeguarding and Looked After Children judged the authority to be adequate for safeguarding and adequate in its provision of services for Looked After Children, with good capacity to improve and good features. The inspection report confirms that ongoing improvements are being made within safeguarding and looked after children’s services and highlights areas where further improvements need to be made, notably around aspects of social care practice, and the service’s approach to quality assurance.

#### Adult Social Care Services

Our 2009 assessment by the Care Quality Commission concluded that Adult Social Care Services in Cambridgeshire are performing well. Inspectors stated that: “The council has clear vision for adult social care and people across all communities are engaged in the process of informing and planning future developments. The impact of meeting/exceeding the targets has been that

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outcomes for people have improved with more people supported to become or able to retain their independence and fewer delayed discharges from hospital."

### Employee Survey

We have also received praise for the way in which our employees feel about working for Cambridgeshire County Council. Following a survey carried out by Ipsos MORI, its Managing Director said:

"Employees feel part of a successful organisation, and are positive about most aspects ... there is a strong sense of teamwork and partnership ... and the all round picture is the most positive we have recorded for any local authority in recent years. Indeed many of the scores are among the Top 10 of any organisation surveyed by Ipsos MORI. Cambridgeshire clearly has a very strong foundation to build on as it looks to the future."

## Our Strategic Objectives

### What do we want for the future?

In 2021 we want Cambridgeshire to be even more vibrant and diverse than it is today, but we want to make sure that everybody has the chance to benefit from living here. We want the county to be made up of communities that thrive together and made up of individuals who are successful, happy and fulfilled.

Our priorities are driven by what you have told us you want and need, through consultation with communities and partner organisations across Cambridgeshire.

Our strategic objectives, SOs, are in equal priority:

- SO1 Enabling people to thrive, achieve their potential and improve their quality of life**
- SO2 Supporting and protecting vulnerable people**
- SO3 Managing and delivering the growth and development of sustainable communities**
- SO4 Promoting improved skill levels and economic prosperity across the county, helping people into jobs and encouraging enterprise**
- SO5 Meeting the challenges of climate change and enhancing the natural environment**

These are the big issues for Cambridgeshire that you have said you want us to tackle. This plan sets out how we intend to do that in 2010.

If you feel that our strategic objectives do not reflect the issues that are important to you please help us address this by letting us know, our contact details are on the back cover.

This table summarises the relationship between our strategic objectives and the Cambridgeshire Together Countywide Shared Vision.

<b>Cambridgeshire Together Vision Themes</b>	<b>Cambridgeshire County Council contribution to vision, our strategic objectives</b>
<b>Growth</b>	Managing and delivering the growth and development of sustainable communities
<b>Economic prosperity</b>	Promoting improved skill levels and economic prosperity across the county, helping people into jobs and encouraging enterprise
<b>Environmental sustainability</b>	Meeting the challenges of climate change and enhancing the natural environment
<b>Equality and inclusion</b>	Enabling people to thrive, achieve their



## Our Strategic Objectives

	potential and improve their quality of life
<b>Strong communities</b>	Supporting and protecting vulnerable people

The rest of this document gives more detail about the type of activities that we will be undertaking to meet our ambitions.

## **Enabling people to thrive, achieve their potential and improve their quality of life**

### **What do we want to achieve?**

We want to support people of all ages in Cambridgeshire to live active, healthy and fulfilled lives. We believe that it is important that people have access to things like community, cultural, learning and leisure activities that give them opportunities to develop skills and wider interests.

We want children to be happy so we will help them to succeed, develop and to feel safe in their communities.

Deprivation and inequality is an issue for many people in Cambridgeshire, we want to address deprivation and tackle inequalities wherever we can. In particular this year we will be working to improve the quality of life for Gypsies and Travellers in our county

### **What will we do to achieve our ambition?**

- Support families, individuals and businesses to weather the effects of the economic downturn
- Work with schools in relatively deprived areas to raise young people's career aspirations
- Improve facilities for local communities
- Provide early support to children and families that could benefit from additional help
- Co-ordinate work to promote healthy living and support people to access opportunities to improve their health
- Work with partners to focus on a single set of priorities across the county to tackle inequalities and reduce deprivation
- Provide more joined up and effective service provision for Gypsies and Travellers

### **How will we know if we have been successful?**

- More adults take part in regular physical activity
- There are fewer children who experience bullying
- More young people take part in positive out-of-school activities
- Fewer young people abuse alcohol and drugs
- More people are satisfied with their local area.
- There is a reduction in the inequalities that exist across Cambridgeshire
- Gypsies and Travellers experience a better quality of life

As a result of this work, we want people to say:

"I am proud to call Cambridgeshire home. My quality of life is good and I get access to the services I need"

## **Supporting and protecting vulnerable people**

### **What do we want to achieve?**

We want vulnerable people of all ages to lead independent and enjoyable lives. We will support them to do this and we aim to identify, respect and meet their needs wherever we can.

It is our responsibility to protect people in our county from neglect or abuse, this is something we will strive to achieve.

For children in our care, we will make sure that their lives are enjoyable and that they meet their potential.

### **What will we do to help us achieve our ambition?**

- Help people to stay healthy and active so that they don't need social care support
- Continue to help vulnerable people to stay in their own homes
- Ensure people have choice and control over the support and services that they use, helping them enjoy life and stay independent
- Continue to train and develop the social care workforce so that they can provide high quality support to vulnerable people and those experiencing inequalities who are making decisions about the services they want to use
- Provide coordinated support to victims of domestic abuse
- Work with partners to pilot new ways of supporting older people in the community

### **How will we know if we have been successful?**

- More adults and older people are supported to live independently in their own homes
- People across the county can expect to have a longer healthy life after they reach the age of 65
- More people directly manage the money they are allocated for social care and arrange their own services
- More families who use services for children with disabilities report a positive experience of the service
- The prevalence and repeat incidents of domestic abuse are reduced and feedback from service users is improved
- The need for public sector intervention with older people in the community is reduced

As a result of this work, we want people to say:

"I'm happy with the way that I am treated as an individual and I am able to make informed decisions about what's best for me"

## **Managing and delivering the growth and development of sustainable communities**

### **What do we want to achieve?**

It is important to us that people are happy in their communities. We will develop safer communities where people do not feel that anti-social behaviour is a problem and where people from all backgrounds get on well together. We also see the importance of healthy and attractive surroundings with good access to open space, we will aim to create and develop these.

We want to ensure that we maintain and develop transport in Cambridgeshire so that it is reliable and effective. We also commit to promoting the use of public transport in urban and rural areas of our county.

### **What will we do to achieve our ambition?**

- Encourage the use of public and sustainable transport
- Reduce the need to travel to access services or take part in community and learning activities across Cambridgeshire
- Develop community transport schemes
- Plan with our partners to ensure that new and existing communities benefit from developments

### **How will we know if we have been successful?**

- More journeys are undertaken by bus
- Fewer people do the school run by car
- More people can access local services and facilities by public transport, walking and cycling
- Fewer people are killed or seriously injured on our roads
- People feel that they get on well with others in their community
- More people think that anti-social behaviour has been reduced in their local area

As a result of this work, we want people to say:

“I’m happy in my community, I get on well with my neighbours and I feel safe here. The needs of my family are catered for by our local area, our travel to work and school is easy and we make good use of our community facilities”

## **Promoting improved skill levels and economic prosperity across the county, helping people into jobs and encouraging enterprise**

### **What do we want to achieve?**

Our economy is a priority for us and we want to encourage economic growth here in Cambridgeshire, to help us do this we will support people to get the skills they need so that they can find and keep the jobs they want. We want greater access to learning to address inequalities in skills and attainment across the county.

We will Support our local businesses and encourage other businesses to relocate in Cambridgeshire. We also want businesses to be happy with the services we are providing to them, such as regulation.

### **What will we do to achieve our ambition?**

- Coordinate and promote access to information, advice and guidance on skills, employment and benefit
- Use learning centres and other opportunities to help people beyond school age who need support with developing skills and improving their prospects
- Develop our ability as an employer to help people into work
- Provide access to information and support for small businesses and business prospects
- Encourage businesses to relocate to Cambridgeshire

### **How will we know if we have been successful?**

- More people of working age are qualified to at least level 2 (GCSE or equivalent)
- There is a reduction in the number of people on out-of-work benefits
- More businesses are satisfied with our regulation services

As a result of this work, we want people to say:

“I’ve been able to learn the skills I need to do the job I want to do, I know where to go for information, help and advice about my prospects for the future”

## **Meeting the challenges of climate change and enhancing the natural environment**

### **What do we want to achieve?**

We are aware of our responsibility to the environment and will make sure that what we do is environmentally sustainable, wherever possible we will take advantage of opportunities to enhance the natural environment.

We will carry out our duty to help people and businesses to live and work in environmentally friendly ways, supporting them to meet the challenges of a changing climate.

### **What will we do to achieve our ambition?**

- Encourage our employees to change their behaviour, including encouraging them to use cars less
- Make sure that our buildings are adapted to respond to the challenges of climate change that have already taken place
- Develop an approach to environmental education with local communities, working through schools and community networks
- Commit to reducing the amount of carbon emissions our operations produce

### **How will we know if we have been successful?**

- There is a reduction in carbon dioxide emissions from Cambridgeshire, from individuals and businesses as well as public sector organisations
- We are adapting our buildings and activity to take account of the effects of changes to the climate that have already taken place

As a result of this work, we want people to say:

“I care about the environment and I’m trying to reduce the impact I’m having on it. I know how to do this and where to go if I need more information.”