

Cambridgeshire County Council

Strategic Framework – Our Vision and the Challenge 2016-17 – 2020-21

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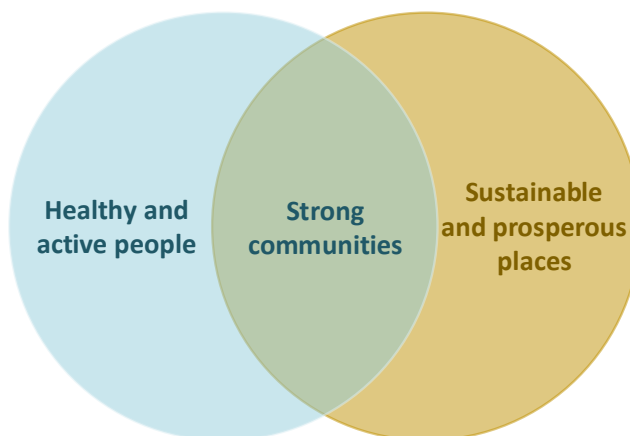
Appendix One – Our Outcomes

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Our Vision and Ambition

Our vision is:

**Making Cambridgeshire a
great place to call home**



Our ambition is for people in Cambridgeshire to live independently and safely within strong and inclusive communities and with networks of support that they can call on.

We will support people when they need our most specialist and intensive services.

We have a strong political mandate to deliver this vision and ambition by transforming the Council and the way we invest in developing strong communities. In October 2014 there was a unanimous call from the political leadership of the Council to redesign the way the Council plans to meet its future challenges and this strategy has been developed in response to that.

An outcome-led Council

To achieve our vision we are focussing on achieving a number of outcomes for the people of Cambridgeshire:

- Older people live well independently
- People with disabilities live well independently
- Places that work with children help them to reach their full potential
- The Cambridgeshire economy prospers to the benefit of all Cambridgeshire residents
- People lead a healthy lifestyle and stay healthy for longer
- People live in a safe environment
- People at risk of harm are kept safe

As our resources come under increasing pressure, these are the outcomes we believe we must be guided by when deciding how we can best meet our vision. It is a huge challenge to deliver these outcomes with 40 per cent less resource over the next five years, but one that we are committed to.

We are taking a whole Council approach to delivering these outcomes, with all areas of the organisation responsible for their achievement. For example, supporting older people to live well independently may have previously been considered the responsibility of the adult and older people's teams. We must now consider it a responsibility of the whole work force – from trading standards staff to contact centre call handlers – and look for ways in which we can all contribute to its achievement.

More details on these outcomes are included in Appendix One.

Working as a whole Council to 'enable' these outcomes

As an outcome-led Council we will reconfigure the way we work within the organisation and with our partners to put the citizens of Cambridgeshire at the centre of all that we do.

We have identified a number of Council wide themes that are critical for us to deliver in order to achieve our outcomes. These are our enablers:

- Building resilient communities
- Exploiting digital solutions and making the best use of data and insight
- Having Councillors and officers who are equipped for the future
- Maximising commercialism and income generation and making best use of our assets
- Ensuring the majority of people are informed, engaged and get what they need the first time they contact us

The challenges we face in achieving our vision and the choices we are making

To achieve our vision and ambition, we face a number of challenges. By 2020-21:

- the Cambridgeshire population will have increased by an estimated 92,500 since the last census in 2011¹. Coupled with this increase in population is a change in the age profile of the county, with the population being made up of more older people who could require our support;
- our budget will have reduced by £119 million. Over the same timeframe the economy of Cambridgeshire will continue to grow, placing its own pressures on the county's infrastructure; and
- people who need support from us will have increasingly complex needs, which will create a greater strain on our decreasing budgets.

¹ <http://www.cambridgeshireinsight.org.uk/population-and-demographics/population-forecasts>

In setting our vision for the future, and taking these challenges into account, we will be proactive in using our collective resources to deliver our outcomes.

We will work with communities to help them take a stronger lead on determining and providing for their needs and we will focus our resources in the people and places where the need is greatest – in line with the Council's commitment to narrowing the gap – and where we can be most effective. We will work more as a facilitator and co-ordinator with residents, partner organisations, the voluntary sector and businesses to support them in shaping their futures.

Being an outcome-led Council means continually evaluating the way we deliver our services and the way we work with residents and partners. We need to grasp the opportunities that are offered by the emergence of the digital world, by economic growth, and – most importantly – by a population wanting and better able to manage their own lives and the places where they live.

This strategy is undeniably ambitious given the vastly reduced resource we will have over the five years of this plan. But there is no alternative. We cannot support Cambridgeshire to continue to thrive, and provide a safety net for those most in need, if we do not change.

What will be different by 2020?

To achieve our vision and ambition despite these challenges, we know that we need to employ some significantly different approaches and strategies across our entire business. These are mapped against our vision statements below.

Over the next five years we will work towards achieving our vision of **Healthy and Active People** by

- **investing our resources to support people's health and wellbeing**

We will maximise the impact of our preventative work and will work with people to build on their own strengths and the resources they offer. We will look to invest resources in early help and preventative activities to support people's health and wellbeing. Investing our resources to support people's health and wellbeing will help to prevent or delay people's need for our high cost services.

- **taking a focussed approach to our high-cost services and the support we offer to people**

We will take a strengths-based approach when working with the most vulnerable members of our communities to help to mitigate against the reality that we will have to cut the amount of care that we may be able to provide. We recognise that problems cannot always be solved quickly and some people will require ongoing support over the course of their lifetime. Where this is the case, we will continue to provide support through our specialist services, whilst also building on and developing people's networks of support. We will strive to make sure that despite the challenges that we face, the support provided helps people get back to living independently wherever possible, is of good quality and is cost effective.

- **working in partnership to transform support for people**

There is a long record of organisations working together for the people of Cambridgeshire and we are only one part of this network. We will continue to build on this approach to ensure that people are at the centre of all we do and that organisational boundaries do not get in the way of providing help for people when they need it.

We will work towards achieving our vision of **Sustainable and Prosperous Places** by:

- **redesigning our services around people and places**

We will develop ways of working which better reflect the places and communities that make up our county recognising the different needs and opportunities across the county with a commitment to narrow the gap between the areas that are thriving and areas that need greater investment and support. We will take a whole Council approach to examining the potential gains from co-locating or integrating teams and by enabling our staff to work more flexibly across the county through the

use of digital tools and processes. Taking this approach will help us to rationalise our estate across the County and ensure that people are able to engage with us in the locations that suit them. We will work with communities to ensure that they have the levels of support that they need. We will look to communities to play an increasing role in looking after and improving their local environment and will invest our time and resources in them to enable them to do so. In line with the Council's commitment to "narrowing the gap", we focus on areas that experience deprivation.

- **devolving decision-making to the lowest appropriate level**

Public Sector organisations across Cambridgeshire – including the County Council – are currently in discussions with the government about a devolution settlement for Cambridgeshire and Peterborough. This settlement would enable key decisions facing Cambridgeshire to be made as locally as possible and enable us to benefit from the continuing economic success of the county. We will build on this approach within Cambridgeshire and make sure that all of the decisions that we take are made as close as possible to the people and communities that are most affected by them.

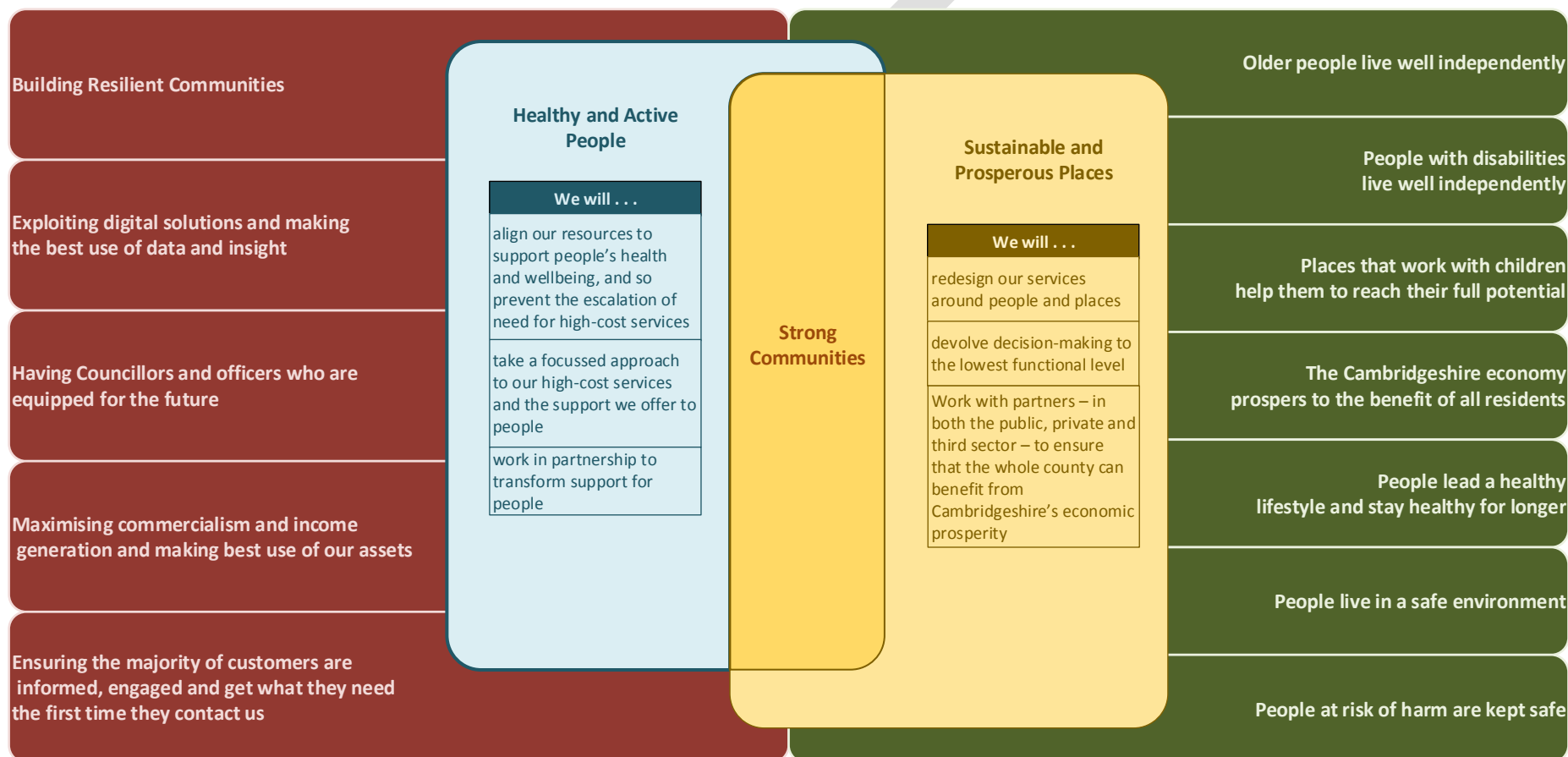
- **working with partners – in both the public, private and third sector – to ensure that the whole county can benefit from Cambridgeshire's economic prosperity**

To ensure that Cambridgeshire is able to continue to prosper, we need to make sure that we are able to contribute to the drivers of that prosperity – such as ensuring that the appropriate infrastructure is in place, and that our citizens have the correct skills – to meet the needs of those employers, both local, national and international who are investing in Cambridgeshire. To achieve this it is vital that we work with and through our partners.

We need to support our workforce to deliver this strategy. Our ambition is that our workforce takes a strengths-based approach to all that they do – building solutions centred on the strengths of each individual and their networks and communities – rather than relying on solutions focused on deficits or need which will have a larger impact on our budget. The role of our Councillors as community leaders is key in supporting this change.

The following diagram sets out how all of these different elements fit together to help us achieve our vision of making Cambridgeshire a great place to call home.

Making Cambridgeshire a great place to call home



Key principles of our approach

Underpinning how we will work is a set of key principles. These principles will help us to shape how we achieve this change over the next five years and ensure that we put the citizens of Cambridgeshire at the centre of all that we do.

Key principles

Promoting people's independence and progression

- **We will build on people's existing and latent strengths and will focus on promoting their independence and progression and improving their outcomes.**
Where people do require ongoing support from us we will make sure that it helps people live independently, improves the quality of their life and is cost effective. Our work will be arranged and delivered locally and our interventions will be as targeted and as brief as possible.
- **We will focus on building strength and capacity within people's relationships and the networks available to them.**
Building strength and capacity within families and the wider communities in which they exist will help people to meet their own needs and those of other members of their communities.

Promoting people's responsibilities

- **We will promote and support people's responsibilities for their own health and wellbeing**
As part our investment in people's health and wellbeing, we will be clear with people about their own responsibilities for maintaining and improving their own health and that of their families.
Equally, we will promote and support the role that people can play in the care arrangements of older and younger generations in their families and communities.
- **We will help communities take on more responsibility for looking after each other**
We will work with and invest in communities to ensure that they have the capacity to take more responsibility for looking after each other. We will understand that communities are best placed to decide on the support that they need from us.

Transforming how we work

- **Building resilient communities**
We will ensure that all of our customer and community-facing staff are part of a Council-wide system of prevention and community building, facilitating networks and linking to community-based support.
- **Exploiting digital solutions and making the best use of data and insight**
We will give citizens, officers and members the right skills and an adequate infrastructure to connect and engage digitally. By doing so, we can improve the quality of all council services as well as improving the reputation of the authority and reduce the cost of delivery of services.
- **Having Councillors and officers who are equipped for the future**
Our Councillors and officers will champion community-based provision, proactively linking parish, district, county and community services around a defined understanding of the strengths and needs of the communities that they represent. We recognise that we need to re-align our resources to achieve this.

Our workforce will take a strengths-based approach to all that they do, and will build on the strengths of each individual and their networks and neighbourhoods, rather than focus on deficits and needs.

Key principles

- **Maximising commercialism and income generation and making best use of our assets**
We will make the best use of our assets to build on existing revenue streams and create new ones, drive further efficiencies in our operational property portfolio, and create integrated infrastructure access – Service Hubs - for our communities
- **Ensuring the majority of customers are informed, engaged and get what they need the first time they contact us**
We will change the way that people can access our services in order to ensure a timely response to need. Wherever possible we will provide resolution at the first point of contact
- **Working across whole systems – so that we are aligning with partner organisations to achieve more with our collective resource and expertise**
Our work will be guided by achieving the best outcomes for the people of Cambridgeshire, not by organisational boundaries. So more and more we will work seamlessly with partners to deliver whole-system improvements and efficiencies.

Headline implications for our communities

This strategy sets out a vision for our Council for the next five years that is markedly different from the Council we have been over the last five years. We want to be clear about that change, and most importantly the implications that this will bring for people, places and us as an organisation:

This strategy requires a radical change in the expectations of our residents and communities

As our budgets continue to reduce over the next five years, residents and communities will need to contribute more to support themselves, their families or their communities, both in cash or in kind. There will be a greater expectation on family members and wider networks. We need to recognise in our conversations with people that we cannot always provide what we want to or what we have in the past.

Possible community contributions could range from people getting more involved in community based responses to local needs, to communities paying for street lights to be kept on for longer or communities getting involved in improvements to their local public spaces.

This is a significant shift in the culture of the Council, with Councillors and staff working together with communities in a way that continually reinforces these changing expectations and is clear about what we are able to meet within our statutory responsibilities, rather than focussing on what we may have been able to deliver in the past. This will lead to an increase in challenge and complaints. We need to be prepared for this, and we need to provide the training and knowledge to both Councillors and staff to support them with this.

This strategy will impact on those with the highest and most complex needs

As our resources reduce, the amount that we have to support and care for those with the greatest need will also diminish. At this point it seems inevitable that the packages of support we provide in the future will be smaller than they have been in the past so that we can continue to exercise our duty across a rapidly growing and ageing population.

We will continue to meet need within our statutory responsibilities, but we will look more and more across communities, networks and the whole range of public services to meet needs in increasingly different ways. Our approach to how people access our services will also aim to reduce demand on our statutory services by making best use of the strengths of our communities.

This strategy is dependent on Cambridgeshire becoming a digitally-driven county

We need to ensure that as much of the Cambridgeshire population is able to participate digitally as possible, whilst still ensuring access for all of our communities. Quality online access – anywhere, anytime, anyplace – is the essential pre-requisite to realising the potential of digital solutions. Likewise we need to develop a digital inclusion and delivery strategy that increases access to information through digital media and improves the efficiency of service delivery. Greater access to information will help inform people of services and self-help opportunities to improve their personal safety and that of their family and neighbours. Digital media will also help people to connect with people and share information amongst themselves with minimal intervention as well as engaging harder to reach groups such as younger people.

Summary

This document sets out vision for Cambridgeshire against a backdrop of drastic pressures on the Council and the wider public sector. It articulates the whole Council approach we will take and the changes we will adopt in order to achieve the outcomes we have set out as our priorities.

We are clear that over the next five years this change will have implications for the communities we serve, and as part of this there will be an increased expectation of the role that communities themselves will play.

The challenges that we face provide us with the opportunity to change the way we work as an organisation so that we are able to provide the support that our communities will need. Over the next five years our workforce will take a strengths-based approach, working with and alongside communities to build networks of support; we will improve the digital delivery of our services; we will in respond to customers and communities the first time they contact us; and we will make the most effective use of our own assets.

This strategy is undeniably ambitious against the backdrop of the financial and demand pressures we face, but we feel that there is no alternative: we cannot support Cambridgeshire to continue to thrive, and provide a safety net for those most in need, if we do not change.

Key Performance Indicators

The list of Key Performance Indicators below has been developed by Service Committees, in line with the outcome-led approach established in this Strategic Framework. The table identifies the main outcome that a particular indicator is focussed on, but also where there are other outcomes which are relevant for that indicator. The table also highlights where these indicators are also established to specifically tackle deprivation as part of the “narrowing the gap” initiative.

Service Committees will be responsible for setting target for these indicators at the beginning of the 2016/17 year, when relevant datasets are available.

General Purposes Committee will consider, at the beginning of the 2016/17, the Key Performance Indicators that will be best to monitor the corporate performance of the organisation. At this time that is deemed to be dependent on the ongoing Corporate Capacity Review and the General Purposes Committee’s future steer on implementing the Operating Model.

Measure	Directorate	Lead Committee	Primary Outcome (Strategic Framework)	Secondary Outcome (Strategic Framework)	Deprivation Indicator?
RBT-I - Total number of new users requiring no further service at end of re-ablement phase	CFA	Adults	Older people live well independently		
BCF 2A PART 2 - Admissions to residential and nursing care homes (aged 65+), per 100,000 population	CFA	Adults	Older people live well independently		
BCF Average number of bed-day delays, per 100,000 of population per month (aged 18+) - YTD	CFA	Adults	Older people live well independently		
Average number of ASC attributable bed-day delays per 100,000 population per month (aged 18+) - YTD	CFA	Adults	Older people live well independently		

New measure for Think Family/Family CAF - to be defined	CFA	Children & Young People	People at risk of harm are kept safe		
The number of looked after children per 10,000 children	CFA	Children & Young People	People at risk of harm are kept safe		
The number of children with a Child Protection Plan per 10,000 children	CFA	Children & Young People	People at risk of harm are kept safe		
% children whose referral to social care occurred within 12 months of a previous referral	CFA	Children & Young People	People at risk of harm are kept safe		
Children's mental health - Admissions to hospital for self-harm in children and young people.	Public Health	Health	People at risk of harm are kept safe	<p>People lead a healthy lifestyle and stay healthy for longer</p> <p>Places that work with children help them to reach their full potential</p> <p>People live in a safe environment</p>	
Health visiting – mandated checks for 0-5 year olds: <ul style="list-style-type: none"> • % breastfeeding at 6 - 8 weeks • Mothers receiving antenatal visit • % new birth visits < 14 days • % 6 - 8 week review • % 12 month reviews < 15 months • % 2 - 2.5 year reviews • % 2 - 2.5 year reviews 	Public Health	Health	People lead a healthy lifestyle and stay healthy for longer	Places that work with children help them to reach their full potential	

using ASQ - 3					
Childhood obesity – percentage of children weighed and recorded as obese at reception and year 6 according to national childhood measurement programme (NCMP)	Public Health	Health	People lead a healthy lifestyle and stay healthy for longer	Places that work with children help them to reach their full potential	<input type="checkbox"/>
Adult Lifestyles <ul style="list-style-type: none"> Health checks - Number of health checks completed against target Smoking Cessation - four week quitters Weight management (Personal Health Trainer Service) - personal health plans completed against target Weight management - % of Tier 2 clients recruited who complete the course and achieve 5% weight loss Weight management - % of Tier 3 clients recruited who 	Public Health	Health	People lead a healthy lifestyle and stay healthy for longer		

completed the course and achieve 10% weight loss					
Sexual Health - % increase in long-acting reversible contraceptives (LARC) from baseline year (15/16)	Public Health	Health	People lead a healthy lifestyle and stay healthy for longer		
Older People - Falls in older people – specific indicator to be confirmed.	Public Health	Health	People lead a healthy lifestyle and stay healthy for longer	Older people live well independently People at risk of harm are kept safe	
Participation in Sport and active recreation - narrowing the gap between Fenland and other areas of the County	ETE	Highways & Community Infrastructure	People lead a healthy lifestyle and stay healthy for longer	The Cambridgeshire economy prospers to the benefit of all Cambridgeshire residents	✓
Growth in cycling from a 2004/05 average baseline	ETE	Economy & Environment	People lead a healthy lifestyle and stay healthy for longer	The Cambridgeshire economy prospers to the benefit of all Cambridgeshire residents	

Levels of cycling and walking - increasing levels in Fenland and narrowing the gap between Fenland and others	ETE	Economy & Environment	People lead a healthy lifestyle and stay healthy for longer	The Cambridgeshire economy prospers to the benefit of all Cambridgeshire residents	✓
The proportion of streetlights that are working	ETE	Highways & Community Infrastructure	People live in a safe environment	The Cambridgeshire economy prospers to the benefit of all Cambridgeshire residents	
The number of people killed or seriously injured on the roads over the past 12 months	ETE	Highways & Community Infrastructure	People live in a safe environment	The Cambridgeshire economy prospers to the benefit of all Cambridgeshire residents	
1C PART 1a - Proportion of eligible service users receiving self-directed support	CFA	Adults	People with disabilities live well independently	Older people live well independently	
Percentage of ASC/OPMH reviews completed within timescale	CFA	Adults	People with disabilities live well independently	Older people live well independently	
1E - Proportion of adults with learning disabilities in paid employment	CFA	Adults	People with disabilities live well independently	The Cambridgeshire economy prospers to the benefit of all Cambridgeshire residents	✓
The proportion of pupils attending Cambridgeshire Primary & Nursery schools judged good or outstanding by Ofsted	CFA	Children & Young People	Places that work with children help them to reach their full potential		

The proportion of pupils attending Cambridgeshire Secondary schools judged good or outstanding by Ofsted	CFA	Children & Young People	Places that work with children help them to reach their full potential		
The proportion of pupils attending Cambridgeshire Special schools judged good or outstanding by Ofsted	CFA	Children & Young People	Places that work with children help them to reach their full potential		
% of 2 year olds from income deprived backgrounds receiving free childcare	CFA	Children & Young People	Places that work with children help them to reach their full potential		✓
Attainment gap at Early years Foundation Stage profile between those eligible for FSM and their peers	CFA	Children & Young People	Places that work with children help them to reach their full potential		✓
Attainment gap at KS2 between those eligible for FSM and their peers	CFA	Children & Young People	Places that work with children help them to reach their full potential	Developing our economy	✓
Attainment gap at KS4 between those eligible for FSM and their peers	CFA	Children & Young People	Places that work with children help them to reach their full potential	Developing our economy	✓
% Clients with SEND who are EET	CFA	Children & Young People	Places that work with children help them to reach their full potential	Developing our economy	✓
% year 12 in learning	CFA	Children & Young People	The Cambridgeshire economy prospers to the benefit of all Cambridgeshire residents	Places that work with children help them to reach their full potential	
% of 16-19 year olds not in Education, Employment or training (NEET)	CFA	Children & Young People	The Cambridgeshire economy prospers to the benefit of all Cambridgeshire residents	Places that work with children help them to reach their full potential	<input type="checkbox"/>

1F - Adults in contact with secondary mental health services in employment	CFA	Adults	The Cambridgeshire economy prospers to the benefit of all Cambridgeshire residents		✓
The proportion of principal roads that are in good condition	ETE	Highways & Community Infrastructure	The Cambridgeshire economy prospers to the benefit of all Cambridgeshire residents	People live in a safe environment	
The proportion of non-principal classified roads that are in good condition	ETE	Highways & Community Infrastructure	The Cambridgeshire economy prospers to the benefit of all Cambridgeshire residents	People live in a safe environment	
Classified road condition – Improving the condition of roads in Fenland and narrowing the gap between Fenland and other areas of the County	ETE	Highways & Community Infrastructure	The Cambridgeshire economy prospers to the benefit of all Cambridgeshire residents	People live in a safe environment	✓
Number of visitors to libraries / community hubs	ETE	Highways & Community Infrastructure	The Cambridgeshire economy prospers to the benefit of all Cambridgeshire residents	People lead a healthy lifestyle and stay healthy for longer	
Additional jobs created per year	ETE	Economy & Environment	The Cambridgeshire economy prospers to the benefit of all Cambridgeshire residents		

The number of people starting as apprentices	ETE	Economy & Environment	The Cambridgeshire economy prospers to the benefit of all Cambridgeshire residents		
The number of bus passenger journeys that start in Cambridgeshire	ETE	Economy & Environment	The Cambridgeshire economy prospers to the benefit of all Cambridgeshire residents		
The average journey time per mile during the morning peak on the most congested routes	ETE	Economy & Environment	The Cambridgeshire economy prospers to the benefit of all Cambridgeshire residents		
Out of work' benefits claimants – Reducing the rate in the most deprived areas (top 10%) and narrowing the gap between the most deprived areas and others	ETE	Economy & Environment	The Cambridgeshire economy prospers to the benefit of all Cambridgeshire residents		✓
Number of adult learners in the most deprived wards completing courses to improve their chances of employment	ETE	Economy & Environment	The Cambridgeshire economy prospers to the benefit of all Cambridgeshire residents		
% of premises in Cambridgeshire with access to at least superfast broadband	ETE	Economy & Environment	The Cambridgeshire economy prospers to the benefit of all Cambridgeshire residents		✓
Take-up in the intervention area as part of the superfast broadband rollout programme	ETE	Economy & Environment	The Cambridgeshire economy prospers to the benefit of all Cambridgeshire residents		

The proportion of Cambridgeshire residents aged 16-64 in employment	ETE	Economy & Environment	The Cambridgeshire economy prospers to the benefit of all Cambridgeshire residents	
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Appendix One – Cambridgeshire County Council’s Outcomes

The Outcomes that we are working towards are:

Older people live well independently

Ensuring that older people can maintain their independence for as long as possible will result in a better quality of life for themselves, their families and their Carers. In a context of increasing numbers of frail older people and reducing budgets, the demand on the Social Care budget from older people represents one of the most significant risks and challenges that we face.

People with disabilities live well independently

There are people of all ages with disabilities, learning difficulties and mental health problems living in Cambridgeshire with a range of differing needs. Our role is to support people to live with choice and control in their lives, to enjoy a strong sense of well-being and to be able to live independently.

Places that work with children help them to reach their full potential

Our aspiration is for every child in Cambridgeshire to achieve the best they can. There is much to be proud of but we need all of the places that work with children to be good or outstanding, we need to accelerate the achievement of those who need more support, and we need to ensure that schools and those working with children across the county can recruit and retain the very best teachers and support staff.

The Cambridgeshire economy prospers to the benefit of all Cambridgeshire residents

Cambridgeshire in national and global terms is economically prosperous and has a reputation that attracts world leading companies. However, not everyone across the county shares in this prosperity, nor should it be assumed that Cambridgeshire will automatically maintain this position indefinitely. We will work with our partners to ensure prosperity is strengthened across the county.

People lead a healthy lifestyle and stay healthy for longer

A healthy lifestyle is fundamental to preventing ill health, achieving a strong sense of well-being, and reducing pressures on health and care services. However the opportunities for people to choose a healthy lifestyle depends on affordability and a range of determinants including access to housing, education, employment and community support. Ensuring that the whole population of Cambridgeshire has the opportunity to choose a healthy lifestyle is fundamental to the responsibility of the Local Authority for public health.

People live in a safe environment

We want the people of Cambridgeshire to live in places that are free from environmental harm (such as noxious industries and physical risks such as flooding and road accidents), and in communities where people look out for and protect each other.

People at risk of harm are kept safe

Ensuring safety for the most vulnerable is a vital contribution to our society and to some extent a role that we are uniquely placed to deliver. We hold the core responsibility for protecting people from harm, we are the experts in this field, but we also have a vital role leading the system of partners and communities to deliver this outcome. We are responsible for the quality of what we deliver and the consequences of failure are tragic and disastrous, meaning delivering with significantly less resource is extremely challenging, simply scaling back our current model is not an option