

# Cambridgeshire County Council

Strategic Framework 2023-2028

Refresh for 2025-26



# Joint Administration Foreword

Our vision for Cambridgeshire is to create a Greener, Fairer and more Caring county. As a council, we need to ensure we are in a position to respond to the changing needs of Cambridgeshire's residents, meeting both short and long-term challenges, while also providing support to the people that need us most.

We have asked residents to tell us what it is like to live in Cambridgeshire and what concerns them most through the Quality of Life Survey. We were delighted so many people were willing to participate, and we will use these valuable insights to continue to prioritise our support for people and communities. Cambridgeshire residents provided a clear message about the challenges they are facing relating to the cost of living crisis, levels of loneliness and increasing concerns about climate change. We know household budgets continue to be stretched, and in addition to the support we continue to provide through the Government's Household Support Fund, we have invested £2.2 million directly into supporting anti-poverty initiatives. This includes the launch of the Cambridgeshire Poverty Commission, led by an independent group of commissioners and experts by experience, to investigate the impact of poverty within our communities. This commission will produce a set of recommendations for agencies across Cambridgeshire, including the County Council, to better enable our responses to poverty and its root causes.

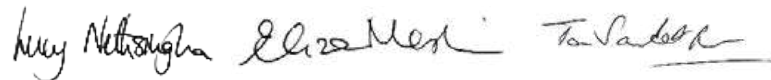
In September 2024, the Local Government Association, representing all councils in England, reported that local authorities collectively face an estimated £6.2 billion funding gap

over the next 2 years. This is despite the estimated £24.5 billion in cuts and efficiencies councils, including Cambridgeshire, have been required to make between 2010 and 2023. Cambridgeshire County Council is not alone in facing an uncertain financial future. As a council, the financial challenges we are currently facing are the result of three main causes: increased demand for our services, the impact of inflation upon our costs to provide services and the historic and ongoing lack of fair funding from Government.

While there are many councils also facing this situation, Cambridgeshire is unique in that our population is amongst the fastest growing in the country. This has been unrecognised by successive Governments, who have not changed the population data used in the funding formula for more than ten years.

However, we are working well together both across political groups and with our talented team of officers to tackle the challenges we face, and we remain committed to providing the best service possible to our residents. We are determined to continue to improve our effectiveness by reducing our spending, identifying further savings opportunities and evolving our ways of working. This approach will ensure the council continues to provide high quality services for Cambridgeshire residents which also achieves value for money for taxpayers.

We will continue our work to bring our services closer to communities, to deliver services which reduce rather than increase the risks we are all experiencing due to climate change, to make travel safer and more sustainable, to reduce health inequalities and to provide a safety net for those in most need.



**Cllr Lucy Nethsingha**  
Leader of  
Cambridgeshire  
County Council



**Cllr Elisa Meschini**  
Deputy Leader of  
Cambridgeshire  
County Council



**Cllr Tom Sanderson**  
Leader of the  
Independent Group  
at Cambridgeshire  
County Council

# Chief Executive Foreword

**Achieving the vision set for us by the Joint Administration that leads Cambridgeshire County Council to be a Greener, Fairer and more Caring county is ambitious, especially at a time when people, families and local communities are all continuing to face great financial pressures.**

**Everything we do as a council and the services we provide or commission from other bodies is of huge importance to all the people across Cambridgeshire. That is why a detailed Quality of Life Survey to listen to our residents for the second year running matters to the way our business plan and budget are being shaped. During the summer we interviewed over 5,500 people across the five districts of the county who broadly represent the population of Cambridgeshire, based upon the results of the 2021 census.**

We know from this research that, broadly speaking, people are happy in the county, they feel safe and feel well connected to their local communities. Importantly, we know that residents think Cambridgeshire is a good place to raise children. However, this was not equally true for everyone. Younger people, people with disabilities or people struggling economically all rated themselves lower in these areas.

Many people also told us they feel lonely or isolated, and mental health concerns are highest among our youngest residents. These incredibly rich insights have been used to inform the development of proposals for change and improvement that were put forward to be considered by our Councillors.

However, we must still balance our accounts, achieve best value for our taxpayers and continue to drive improvements to ensure we are a well-managed council, which better delivers our 'basics' well and consistently, before we can progress further investment.

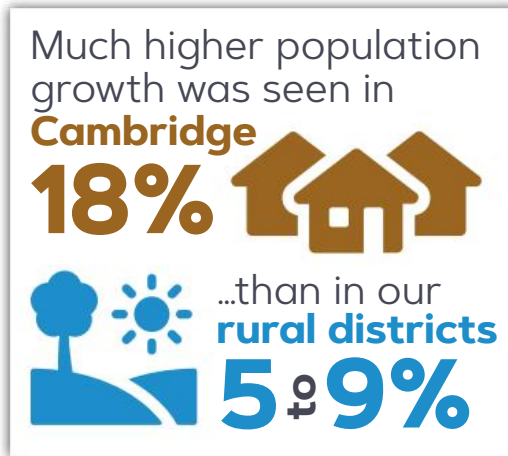
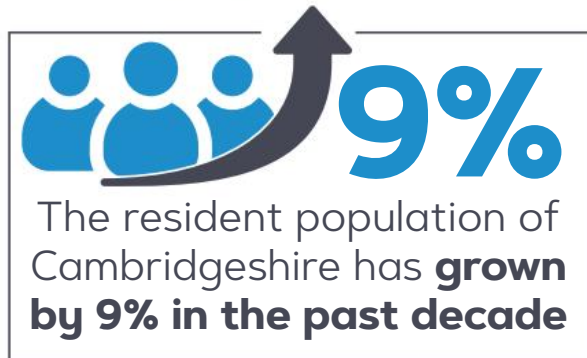
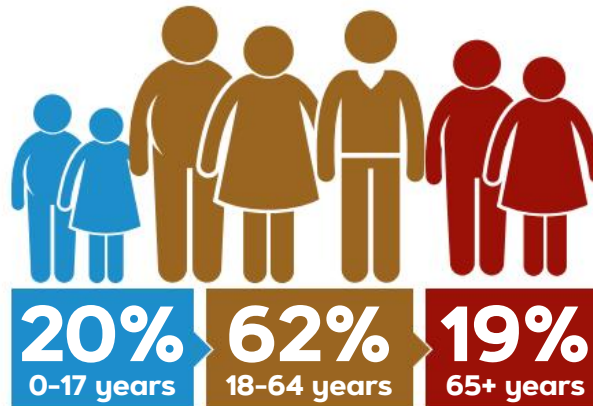
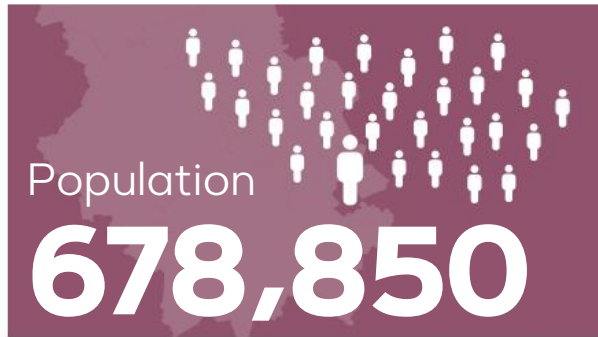
As a council we have statutory duties to meet, but we have no statutory services that we have to deliver. As we move forward, we need to look at everything we do, including our work with partner agencies such as health, police and other councils, to make positive changes and, at the same time, save money. As a part of this, we are also evolving the council, by accelerating our use of new technology and bringing more of our teams closer to and based in our communities, whilst also reducing the number of buildings we need to use. Importantly, we are only ever as good as the people who work for the council, and we will continue to support our workforce to be as productive, engaged, inclusive and proud to work for Cambridgeshire as we possibly can.

It is in this way, I believe, residents will see us continuing to make good on our vision to create a Greener, Fairer and more Caring Cambridgeshire, as we continue to support a growing county and focus upon tackling the deep rooted inequalities by always thinking like residents and acting like taxpayers.



**Dr Stephen S. Moir**  
Chief Executive of  
Cambridgeshire  
County Council

# Cambridgeshire and its people



**Communities have become more diverse,**



**ESPECIALLY IN CAMBRIDGE**

The proportions of the population in all high level ethnic groups apart from "White" have increased since 2011



With "White" falling from **93% of the total population to 89% of the total population** at Census 2021

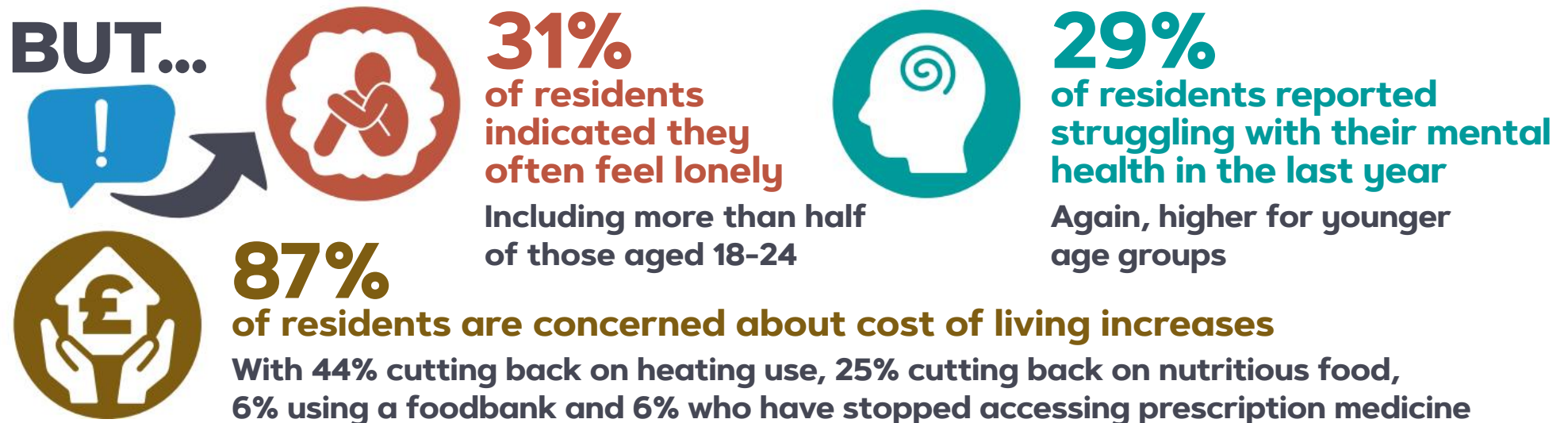
All districts have seen a notable increase in the **White: Other ethnic groups** since Census 2011



Source: ONS, Census 2021

# Cambridgeshire and its people

In 2024 Cambridgeshire County Council – working with an independent market research company – ran its second Quality of Life Survey, involving 5,500 people broadly representing the demographic make-up of the County. We aim to repeat this survey again in 2025.



# The Cambridgeshire County Council Vision



“ Create a **greener**, **fairer** and more **caring** Cambridgeshire ”



We want to be ‘greener’, because tackling the climate crisis and looking after nature is necessary to help our communities to thrive in a changing environment.



Carbon footprint for  
Cambridgeshire in 2022:

**6.45 MILLION  
TONNES CO<sub>2</sub>e**



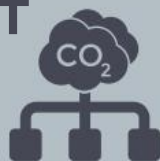
the **largest share** was from  
**transport**, followed by the  
**Land Use, Land Use Change  
and Forestry (LULUCF)** sector



Source: DESNZ data

**NET CARBON FOOTPRINT**  
for Cambridgeshire County  
Council in 2023/24:

**103,255 TONNES CO<sub>2</sub>e\***



the **largest share**  
was from **WASTE**

Source: CCC Carbon Footprint Report 2022-23

\*All scopes including indirect emissions, excluding rural estates, and after reductions



“ Create a **greener, fairer** and more **caring** Cambridgeshire ”



We want to be ‘fairer’, because the pandemic and cost of living crisis that followed have worsened inequalities in health, income and education, and we need to make sure the prosperity enjoyed in some parts of the County is enjoyed by all.

**Cambridgeshire** has 16 Lower Layer Super Output Areas (LSOAs) in the 20% most relatively deprived nationally as measured by the Indices of multiple deprivation 2019

**11 of these are in Fenland,  
3 in Cambridge City and  
2 in Huntingdonshire**



Source: CCC Indices of Multiple Deprivation 2019 – Key Findings in Cambridgeshire and Peterborough



## LIFE EXPECTANCY

figures for males and females is **NOT** the same across the county

The range for males is **78.5 years** in Fenland through to **83.1 years** in South Cambridgeshire

78.5  
TO  
83.1



82.2  
TO  
85.9

For females life expectancy is slightly higher than for males. However there are still inequalities with Fenland at **82.2 years** through to South Cambridgeshire at **85.9 years**

Source: Cambridgeshire & Peterborough Insight <https://cambridgeshireinsight.org.uk/jsna-2023/all-dashboards/jsna-2023-dashboards-life-expectancy/>



# The Cambridgeshire County Council Vision



“ Create a **greener, fairer** and more **caring** Cambridgeshire ”



We want to be more 'caring', because the most vulnerable in our County are the most at risk of needing additional care and support. We can reduce these risks by intervening early to prevent further escalation of need.



Around **3,000** carers supported in 2023-24



Over **8,000** children supported with Education Health and Care Plans (EHCPs)

As of October 2024

**AN INCREASE OF 71%** since January 2020

Over **2,750** children's social care cases at any one time... including around 600 children in care aged 0-17 and around 300 children with a recorded disability



**1,519** PUPILS in schools with caring responsibilities identified in January 2024



**10,915** PUPILS

with special education needs in schools who receive 'SEN Support' rather than having an EHCP reported in January 2024



Over **5,700** children supported with an early help episode between September 2023 and September 2024



Around **8,300** adults aged 18+ received long-term social care in 2023-24

Fully or partially funded by the County Council





# The Cambridgeshire County Council Vision

We will deliver this vision by being Closer to our Communities, taking a 'decentralised' approach to our relationships with our partners, communities and residents, so that Cambridgeshire can become greener, fairer and more caring in the ways that are most suitable to the variety of people and communities we serve.

To do this we have SEVEN ambitions:

## Ambition 1

Net zero carbon emissions for Cambridgeshire by 2045, and our communities and natural environment are supported to adapt and thrive as the climate changes



## Ambition 2

Travel across the county is safer and more environmentally sustainable



## Ambition 3

Health inequalities are reduced



## Ambition 4

People enjoy healthy, safe and independent lives through timely support that is most suited to their needs



## Ambition 5

People are helped out of poverty and income inequality



## Ambition 6

Places and communities prosper because they have a resilient and inclusive economy, access to good quality public services and social justice is prioritised



## Ambition 7

Children and young people have opportunities to thrive



Delivering these ambitions often involves us working with all our partners including the voluntary sector, businesses and communities to tailor services around people, families and the communities they live in.

# Ambition 1

## Net zero carbon emissions for Cambridgeshire by 2045, and our communities and natural environment are supported to adapt and thrive as the climate changes



Cambridgeshire's 2024 Quality of Life Survey showed 79% of respondents were concerned about climate change, and 79% wanted the council to do more to protect and enhance the natural environment.

### To achieve this Ambition we will:

- Plan for and manage climate risk, so we can cope with the impacts our changing climate brings
- Reduce the council's direct carbon emissions to net zero by 2030
- Support partners, residents, businesses and communities to live and work more sustainably
- Help build a local circular economy to increase reuse and recycling whilst minimising waste
- Embed net-zero by design and climate resilience into our transport delivery and infrastructure asset maintenance
- Maximise the extent and quality of nature areas across Cambridgeshire, giving more people access to green space
- Support Local Nature Groups that manage and enhance their communities' green spaces
- Support Community Flood Groups to build resilience in areas at risk of flooding
- Improve insulation of homes and ensure new homes are sustainable



### We will get Closer to Communities by:

Facilitating more community-led plans for decarbonisation and biodiversity

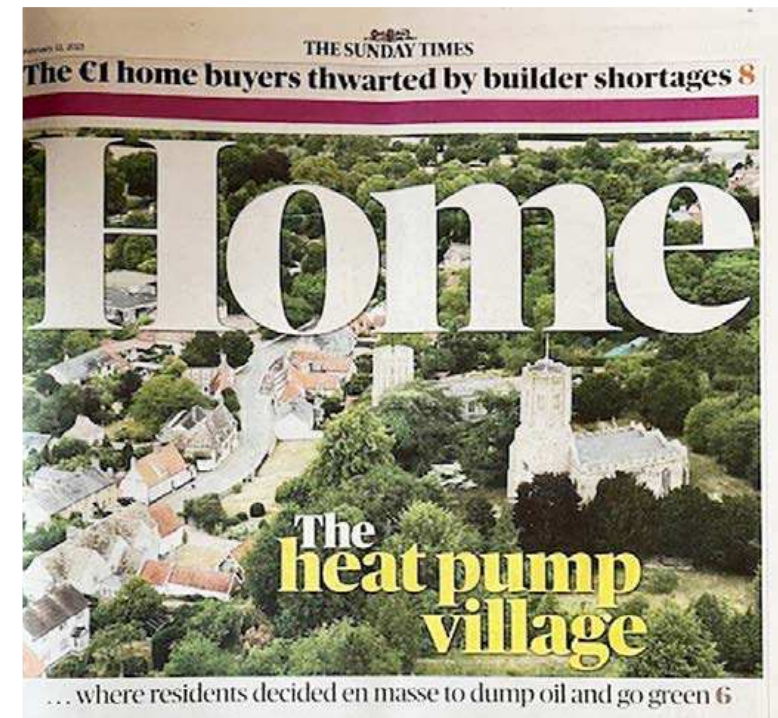
### We will track progress by:

- Monitoring our annual county-wide carbon footprint data
- Measuring biodiversity to establish where and how we can bring the biggest benefits to nature

# Ambition 1

## Since launching this Ambition we have:

- ✔ Reduced the council's scope 1 and 2 (direct) carbon emissions by 42% from 2018-19 to 2023-24, with 25 council building heating systems replaced with low carbon heating, saving an estimated 435 tCO<sub>2</sub>e per annum at a cost of £6.4 million (£3.4 million of this coming from successful grant applications). In the same period, the council's scope 3 (indirect) emissions have reduced by 39%
- ✔ Launched a pilot home energy efficiency and low carbon heating service to engage and inform residents in Friday Bridge, Fenland
- ✔ Collaborated with City and District Councils to onboard five new contractors to deliver housing retrofits across Cambridgeshire and retrofitted 78 off-gas houses to reduce energy costs for households
- ✔ Constructed the St. Ives Smart Energy Grid comprising solar canopies, battery storage and EV charging. This opens during 2024 and will supply clean green electricity locally
- ✔ Introduced a climate-based corporate outcome as part of our staff appraisal system and essential training for all council staff
- ✔ By June 2024, 47 businesses signed up to the council's Climate Change Charter when bidding to supply council services
- ✔ Secured £4.9 million of grant funding to decarbonise heating systems across 21 schools, with 10 schools completed, saving 492 tCO<sub>2</sub>e per year



# Ambition 1



## Since launching this Ambition we have:

- ✔ Won an international Edie Award for the Swaffham Prior Renewable Heat Network, a community led project delivered by Cambridgeshire County Council, working in partnership with Swaffham Prior Community Land Trust, Government and Equans. The Project has seen 64 homes connected to renewable heating, with more planned
- ✔ Worked with community flood groups across Cambridgeshire and given grants to Alconbury Weston, Tilbrook, Hilton, Eltisley, Ramsey, Caxton, Cottenham, Landbeach and Broughton for watercourse improvement works to help them respond to this growing risk
- ✔ Hosted an eco-fair at Ely Library, bringing together members of the public with champions for local and regional environmental initiatives



## Ambition 2

### Travel across the county is safer and more environmentally sustainable



Cambridgeshire's 2024 Quality of Life Survey showed the condition of our roads and pavements was among residents' top concerns, but users were highly satisfied with waste management and street lighting.

#### To achieve this Ambition we will:

- Work with our partners to deliver a single vision for transport across Cambridgeshire
- Engage with our partners and communities to secure the greatest achievable benefits from major highway schemes and new developments
- Work with the Cambridgeshire and Peterborough Combined Authority and the Greater Cambridge Partnership to enhance bus services and provide a sustainable long term local funding solution for bus service support
- Become an Active Travel Centre of Excellence that sees more residents safely participating in active travel
- Promote and facilitate alternatives to fossil fuel-based car travel
- Work through the Vision Zero Partnership to achieve a consistent reduction in deaths or serious injuries by 2040
- Support local communities through the Local Highways Improvement programmes
- Recycle and reuse materials in our highways projects
- Manage highways infrastructure in a safe and functional state



#### We will get Closer to Communities by:

Supporting communities to participate in decision making about their local transport networks

#### We will track progress by:

- Monitoring the number of motorised vehicles and the take up of cycling and walking
- Assessing the condition of our road network
- Monitoring the numbers of killed or seriously injured casualties

## Ambition 2

### Since launching this Ambition we have:

- ✓ Delivered approximately 60 Local Highway Improvement Projects, which are often focussed on addressing road safety and speed reduction on behalf of local communities
- ✓ Consulted on and agreed a new Active Travel Strategy and secured £910,000 to develop and construct five new Active Travel schemes across the county
- ✓ Delivered significant upgrades to active travel infrastructure through our DTSA programme at Barton Road (£600,000) and Storeys Way (£170,000) in Cambridge, the Broadway in St Ives (£300,000) and Ditton Lane in Fen Ditton (£250,000) and continued to work with communities and elected representatives countywide to design and progress over 20 projects which are focussed on more sustainable and safer travel through new, or upgrades to existing, infrastructure
- ✓ Committed to spend approximately £12.5 million on 22 major carriageway maintenance upgrades countywide, and approximately £1.8 million on 11 individual footpath and cycle path renewals to enable safer, more sustainable travel for highway users across the county
- ✓ Delivered 54 drainage maintenance schemes, committed to spend £1.2 million on delivering eight significant drainage upgrades across the county while finalising detail on another seven drainage schemes, to improve road safety



## Ambition 2



### Since launching this Ambition we have:

- ✓ Maintained over 4,600 km of carriageway, 2,936 km of footways and cycleways, 950 road bridges, 142 pedestrian and cycle bridges, 108,751 gullies and 54,286 street lights across the county and repaired around 60,000 potholes each year
- ✓ Provided expert feedback on nine Nationally Significant Infrastructure Projects (NSIPs), to support and enhance our local areas
- ✓ Seen the number of those seriously injured on Cambridgeshire's roads drop by 5% since 2019, with the current trend remaining downwards



# Ambition 3

## Health inequalities are reduced



Cambridgeshire's 2024 Quality of Life Survey showed 29% of residents struggled with mental health issues and 31% with physical health problems, and while our level of smoking, vaping or drinking are in line with national averages, they are more prevalent among younger people.

### To achieve this Ambition we will:

Work with partners and the Cambridgeshire and Peterborough Health and Wellbeing Board to support the Integrated Care System to:

- Improve outcomes for our children and young people
- Reduce inequalities in preventable deaths for those under 75 years old
- Increase the number of years that people live in good health
- Create an environment that gives people the opportunity to be as healthy as they can be
- Reduce poverty through better employment and housing
- Combat health inequalities by ensuring that all council policies contribute to the better health of our population
- Protect and enhance the council's directly provided services and guarantee the oversight of elected Members in shaping these services



### We will get Closer to Communities by:

Responding to local priorities to act on wider determinants of health – for example, by designing and delivering family learning alongside communities and local solutions to local issues, such as loneliness or opportunities for exercise

### We will track progress by

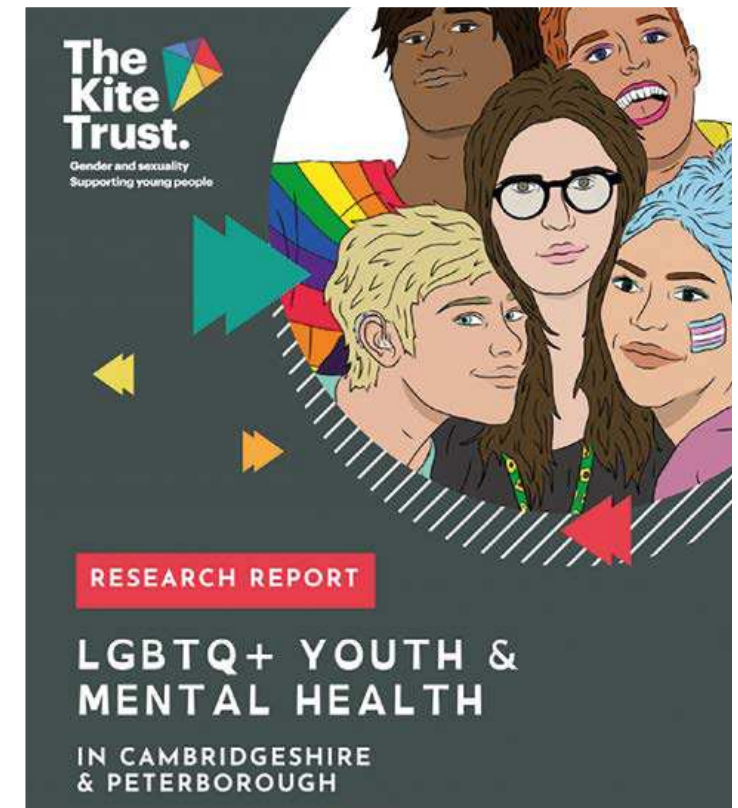
- Monitoring healthy life expectancy
- Reducing the number of preventable deaths before the age of 75
- Scrutinising the quality of the council's public health programmes, prioritising activities which can genuinely make a difference



## Ambition 3

### Since launching this Ambition we have:

- ✓ Delivered staff and member training on the wider determinants of health
- ✓ Developed and launched the Joint Health and Wellbeing Strategy for Cambridgeshire and Peterborough, embedding prevention into all priorities, with regular progress reporting against the four priority areas to the Joint Health and Wellbeing and Integrated Care Partnership Board
- ✓ Launched a mental health campaign for LGBTQ+ young people alongside the Kite Trust building on research from the charity Just Like Us showing that LGBTQ+ young adults are more than twice as likely to hurt themselves deliberately than non-LGBTQ+ young adults. Evaluation showed that 70% of respondents in the target group had seen the campaign, and 67% learnt something new from it or said it was helpful to them
- ✓ Improved the accessibility of resources on the 'Keep Your Head' and 'How Are You' websites and produced an easy read guide for people who have had contact with the criminal justice system to ensure they are aware of the mental health resources available to them. The 'Keep Your Head' website was also refreshed, with improved navigation, accessibility, and bespoke content for adults, young people, carers and professionals
- ✓ Introduced 27 strength and balance classes, benefitting 316 people, across Cambridgeshire in the last year to support our approach to falls prevention and improve the amount of time people can remain active, with five of these classes introduced in Assisted Living Shelters in Cambridge
- ✓ Issued Prevention of Future Death Reports to raise awareness of preventable deaths



# Ambition 3



## Since launching this Ambition we have:

- ✓ Launched 'Know Your Neighbourhood' in Chatteris and March, a project supported through funding from the Department for Culture, Media and Sport. Fenland has been identified as one of 27 areas with the highest rates of loneliness and isolation in the UK. The project aims to reduce loneliness through volunteering and encouraging individuals to join in with groups and events. The launch was attended by over 800 people over two days
- ✓ Organised an 'Obesity Summit' that was attended by representatives from a wide range of organisations, including national and local academics and providers, to help them in their work to support those struggling with obesity
- ✓ Participated in the HMRC led Operation CeCe aimed at disrupting the activities of sellers of illicit tobacco, including the seizure of 5,288 non-compliant vapes found to contain higher levels of nicotine than they should
- ✓ Undertaken underage sales operations to tackle the sale of age restricted products to young persons

# Ambition 4

## People enjoy healthy, safe and independent lives through timely support that is most suited to their needs



Cambridgeshire's 2024 Quality of Life Survey showed disabled residents and people aged over 65 were more likely to struggle living independently. People reporting they had recently had a fall were 23% more likely to be disabled, over 65 or unemployed.

### To achieve this Ambition we will:

- Promote early intervention and prevention measures to improve physical and mental health and wellbeing
- Involve local people in shaping services, which focus on helping people early, fully coordinating with the NHS and our other partners
- Deliver care at a more local, neighbourhood level, personalising care around the individual in ways that maintain high quality services for people who need them, and which empower people and communities to stay healthy, connected, safe and independent
- Protect and enhance people's choice and control, adopting a rights-based approach to service delivery
- Commission services that drive up the quality and dignity of care work and bring additional benefits to Cambridgeshire's people and communities
- Ensure adults at risk are safeguarded from harm in ways that meet their desired outcomes, providing transparency and accountability in cases where the health and care system falls short
- Continue to expand digital connectivity coverage across the county to reduce the risk of digital exclusion preventing people from accessing social care services



**We will get Closer to Communities by:** Continuing to deepen engagement with, and participation in, the work of Integrated Neighbourhoods, which are local partnerships of health, emergency services, voluntary and community sector and council services usually centred on local clusters of GP surgeries

### We will track progress by

- Monitoring the social care related quality of life
- Monitoring the number of permanent admissions to care homes

## Ambition 4

### Since launching this Ambition we have:

- ✔ Launched a new social work academy and boosted training and career opportunities for local care workers. Over 450 Care Professionals have recorded achievements and gained care certificates, and 50% of our contracted providers have signed up to the portal, allowing many more care professionals to access benefits to support their development
- ✔ Launched Individual Service Funds in East Cambridgeshire, which allow a third party to manage a person's care and support budget in line with the person's wishes
- ✔ Started delivery of the Self-Directed Support Programme, which was co-designed with stakeholders and gives people more choice, control and flexibility in how their care needs are met
- ✔ Provided over 5,000 hours of homecare capacity by creating 49 additional care micro-enterprises, which consist of local people supported to set up their own small businesses that provide their neighbours with personalised care and support, amongst other services that support independence at home
- ✔ Had 82% of reablement interventions result in no further request for long-term support in 2023-24, compared to a regional average of 74.5% and a national average of 77.5% for 2022-23
- ✔ Had 80% of completed occupational therapy interventions result in a positive outcome such as risk minimisation, improved independence or wellbeing, or informal carer support and 79% of Technology Enabled Care (TEC) assessments result in a positive outcome at the point of delivery



## Ambition 4



### Since launching this Ambition we have:

- ✓ Awarded £250,000 in seed-funding to 25 grass roots community groups and other Voluntary, Community and Social Enterprise sector organisations to meet locally-identified needs and pilot new and innovative ways of supporting older adults to live independently in their communities
- ✓ Launched Healthier Futures, a programme that identifies those most at risk of cardiovascular disease, inviting them to be weighed, have NHS Health Checks alongside blood pressure and cholesterol levels checks and commence treatment if necessary
- ✓ Launched an interactive falls prevention self-assessment tool called 'Steady on Your Feet' to enable adults to independently screen their own risk factors for falls and take action to reduce their risk. Over 2,000 people visited the website between October 2023 and September 2024, with 618 assessments completed
- ✓ Hosted the new High Impact Use Team to offer a service supporting the people who most frequently attend A&E for non-medical reasons, helping to move support for them from hospitals to communities
- ✓ Successfully bid to become a national pilot site for the introduction of a workplace NHS Health Check programme, which was praised for its innovative use of digital technology that linked participant data to their GP practice
- ✓ Opened the newly renovated TEC Smart Flat, which is a dedicated space to showcase technology that supports everyday living and is equipped with a wide range of technology to reduce inequalities and support people to continue to live in the community
- ✓ Launched the Bridgit Self-Help for Carers tool, providing carers with the information, guidance and resources they need to navigate their caregiving journey

# Ambition 5

## People are helped out of poverty and income inequality



Cambridgeshire's 2024 Quality of Life Survey showed 87% of residents were concerned about cost of living increases, with 44% cutting back on heating use, 25% cutting back on nutritious food, 6% using a foodbank and 6% who have stopped accessing prescription medicine.

### To achieve this Ambition we will:

- Develop an Anti Poverty Strategy for Cambridgeshire in collaboration with our partners, and informed by those who have experienced poverty, that addresses crisis support and the underlying causes of poverty in the county
- Support people to maximise their income to support them in a crisis
- Help households in need to boost their income and reduce their outgoings
- Work with our partners to ensure that support for people is straightforward, equitable and does not stigmatise
- Support families with access to free school meals and help for families during school holidays
- Support entry to, and good quality participation in, the labour market
- Ensure people can access support to develop their skills as a route to financial security
- Influence our suppliers and providers to pay the real living wage



### We will get Closer to Communities by:

Facilitating data sharing to identify those people who are at risk and creating place-based partnerships that can provide wrap-around support

### We will track progress by



Monitoring the number of universal credit claimants



Monitoring the percentage of learners who join us with few or no qualifications, who go on to further learning, work, or apprenticeships

## Ambition 5

### Since launching this Ambition we have:

- ✓ Delivered more than £10 million in direct support to households who are struggling financially, school holiday food vouchers for more than 22,000 Cambridgeshire children on free school meals and initiatives such as income maximisation and basic household goods all funded through the Household Support Fund
- ✓ Provided Council Tax relief to our care-experienced young people
- ✓ Continued to achieve a figure for young people not in education, employment or training which is lower than the average for statistical and local neighbour councils, performing in the top 20% of local authorities for most of 2023-24
- ✓ Paid our employees the real living wage
- ✓ Increased our funding to care providers so that they can pay their employees the real living wage
- ✓ Introduced initiatives such as school uniform and winter clothing swap shops and access to free data SIM cards in libraries
- ✓ Worked closely with partners to design, recruit and launch the Cambridgeshire Poverty Strategy Commission, which tasks an independent group of commissioners with finding out about the lived experience of poverty to inform recommendations about future support



# Ambition 5



## Since launching this Ambition we have:

- ✔ Worked with partners to deliver Cambridgeshire Skills to over 5,000 learners across 88 locations
- ✔ Worked with primary schools and parents to introduce new courses like 'Ready Steady Slow Cooker' to support learners to gain skills to help with the cost of living





## Ambition 6

### Places and communities prosper because they have a resilient and inclusive economy, access to good quality public services and social justice is prioritised



Cambridgeshire's 2024 Quality of Life Survey showed 75% of residents feel connected to their local area, and there are high levels of satisfaction with services available to all such as waste management, street lighting and library services, but 59% of residents are concerned about investment and jobs.

#### To achieve this Ambition we will:

- Promote a mixed economy in council services, expanding the number of directly provided in-house services, where appropriate, and offering better access to local community groups to be able to work as our partners
- Work alongside the Cambridgeshire and Peterborough Combined Authority to ensure the support for skills development is accessible, targeted and relevant
- Support the local economy to keep more of the Cambridgeshire pound local
- Support small business start-ups, self-employment and social enterprises
- Secure additional benefits and greater social value for our communities when we procure and commission goods and services



#### We will get Closer to Communities by:

Participating in local community wealth building partnerships, where large institutions such as health trusts and universities use their spending to encourage more locally-owned businesses

#### We will track progress by



Monitoring the social value, or additional benefits for communities, achieved from goods and services the council purchases



Monitoring the percentage of organisational spend that is locally based

## Ambition 6

### Since launching this Ambition we have:

- ✔ Outlined Closer to Communities pilots and delivered Enabling Growth Outdoors to support young people aged 10-18 not in mainstream education at Wisbech Community Farm, as part of the pilot schemes. Enabling Growth Outdoors is designed to support young people with emerging mental health difficulties and difficulties within education to raise their aspirations and access informal education
- ✔ Extended access to libraries and achieved Library of Sanctuary status in recognition of our work to support those who are seeking refuge in our county
- ✔ Launched the Cambridgeshire Migration Partnership, bringing together statutory and Voluntary, Community and Social Enterprise sector organisations with a focus on working directly with refugees, those seeking asylum and others newly arrived in the UK
- ✔ Appointed a Migrant Policy and Partnerships Officer – a post created following a decision made by Full Council to increase local level support for asylum seekers and migrants
- ✔ Helped support economic growth through the provision of advice to 133 Cambridgeshire businesses since April 2024
- ✔ Exceeded the government's target of 85% gigabit capable coverage more than a year ahead of schedule and delivered superfast broadband infrastructure to 98.6% of properties in Cambridgeshire and Peterborough through the Connecting Cambridgeshire programme



## Ambition 6



### Since launching this Ambition we have:

- ✓ Launched the March Library EverySpace – an innovative and inclusive Government grant-funded modification of the library space that aims to help local people connect, share, create and discover together with accessible, dementia-friendly and autism-friendly design at the heart of the project
- ✓ Collaborated with the Bar Hill Community Association on the Europe Challenge-funded ‘Meet. Eat. Art.’ project in Bar Hill Library, which brought newly arrived migrants and locals together to cook and share skills through monthly community kitchens and arts activities



## Children and young people have opportunities to thrive



Cambridgeshire's 2024 Quality of Life Survey showed 79% say Cambridgeshire is a good place to raise children, 68% believe children are safe and 66% that they have access to great education, but 31% of parents said their child had suffered from mental health issues in the last year, and 47% of those who use them aren't satisfied with services for children with special educational needs or disabilities (SEND).

### To achieve this Ambition we will:

- Provide families with high quality pre-birth and early years support
- Ensure our children are ready to enter and exit education prepared for the next phase in their lives
- Ensure all children have access to education from early years through to post 16 provision
- Challenge and support all settings to set high aspirations for all children and young people
- Protect children and young people from harm using safeguarding approaches
- Improve outcomes for children and young people with complex needs, including mental health needs
- Meet special educational needs early and locally
- Ensure that young people who experience care can access the support they need to move into adult life
- Work with partners to coordinate NHS, Early Help and Social Care, upholding our principles of directly providing services where this delivers the best outcomes for residents, and guarantee the oversight of locally elected and accountable bodies in shaping these services



### We will get Closer to Communities by:

Designing youth services in partnership with young people, their families and the local voluntary and community sector

### We will track progress by

- Monitoring the educational outcomes of our children in care
- Monitoring the educational attainments as key stages of learning
- Monitoring the number of children with a child protection plan

# Ambition 7

## Since launching this Ambition we have:

- ✓ Received Government agreement for the Department of Education to fund and build two new special free schools in the county: a 210-place, multiple needs school in March and a 60-place school in Gamlingay for children with Social, Emotional and Mental Health (SEMH) needs
- ✓ Become the 3rd County Council in the country to recognise 'care experience' as a protected characteristic as part of a UK wide campaign
- ✓ Received an additional £563,200 in grant funding because we evidenced that we helped 704 families in need to achieve significant and sustained progress, meeting targets set by the Ministry for Housing, Communities and Local Government
- ✓ Funded and facilitated the Young People Preparing for Adulthood Festival, which was codesigned with children and young people, parents and carers and attended by 188 young people, 171 parents and carers, and 163 stallholders and professionals
- ✓ Established a School-aged Health Improvement Partnership to focus on initiatives which will improve the health and wellbeing of children and young people
- ✓ Developed, commissioned and recommissioned services to support the health and wellbeing of children and young people, which includes a community-based Healthy Child Programme, support for parents of children with mental health issues, a service to address childhood anxiety and school absenteeism and a new School-aged Health Improvement and Prevention Service (SHIPS)



## Preparing for Adulthood SEND Festival

My Life: My Future 

From 22nd April 2024

May Friday 03 **PfA Full-day event at  
The Burgess Hall, St Ives**  
From 10am to 2pm

- Free event for SEND young people and their families as the young people begin to think about their future.
- Offering support, advice and fun activities such as *silent disco, ping pong, bowling and indoor picnic.* **Don't miss out!**

April Monday 22 **PfA Online and smaller  
activity sessions**

## Ambition 7



### Since launching this Ambition we have:

- ✔ Supported the Fullscope training programme for GPs and school staff in understanding self-harm in children and young people, with the 'Ask Me How I Am' training being nominated for an NHS Parliamentary Award for excellence in mental health care
- ✔ Commissioned Nessie in Ed, an organisation that provides mental health support for children and young people, to deliver a programme of work to support schools and families with children who are experiencing social anxiety related to poor school attendance
- ✔ Commissioned the Luna Foundation to deliver suicide bereavement training to colleagues across our Integrated Care System to better support young people bereaved by suicide. The training was attended by 38 professionals from various charities and local authority services with 100% of attendees who supplied feedback saying they felt more comfortable supporting the young people in their service
- ✔ Delivered relational and trauma informed training to 108 education settings and 129 council officers
- ✔ Funded Opportunity Area and Priority Area programmes that have resulted in a significant increase in Year 1 phonics outcomes for children in Fenland

# Our Future Council

## WHY?

As we look to the future, Cambridgeshire County Council will need to continue to deliver cost-effective public services that support improved outcomes for residents through a relentless focus on innovation.

The Our Future Council Change Strategy outlines our approach to organisational change through clearly articulated principles and programmes designed to achieve the following impacts of change:

Improved outcomes for residents and communities

Improved public trust to spend money wisely and deliver good services

Financial sustainability through improved productivity that delivers value for money and balanced budgets

## HOW?

Our Future Council has two types of principles that interact to create a balanced approach to change:

### Solid foundation principles

How we consistently get the basics right and maintain a secure position to innovate from:

Honest communication

Trusting relationships

Long term planning

Strong scrutiny and audit

Clear roles and accountability

Appropriately skilled workforce

Effective IT systems

Evidence-based decision making

### Innovation principles

How we focus our innovation across four themes:

Preventative

Place based

Digital

Collaborative

## WHAT?

Our Future Council programmes will be delivered through a cross-council **portfolio approach** that is governed by a Change Board and evaluated through our Performance Management Framework. The initial focus will be on:

Assets

Commissioning and commercial

Customer engagement / experience

Digital, data and technology

Target operating model

# Our Shared Ambition for Cambridgeshire and Peterborough

The County Council’s vision and ambitions align with the Shared Vision for the region, which is led by the Cambridgeshire and Peterborough Mayoral Combined Authority, which is why we will work together with partners on the commitments to achieve key outcomes for the whole area by 2050.

By igniting innovation, embracing our diversity and championing collaboration, Cambridgeshire and Peterborough will be globally recognised for our groundbreaking achievements inspired by our rich history, determined communities and unique natural assets.

Harnessing the collective strengths of our fast growing cities, historic market towns and productive Fen landscapes, we will advance our equitable, pioneering, connected and resilient region.



Anglian Water	Cambridgeshire and Peterborough Integrated Care Board	Ely Cycling Campaign	National Institute of Agricultural Botany
Arts Council England	Cambridgeshire and Peterborough Combined Authority	Federation of Small Business	Office of the Police and Crime Commissioner for Cambridgeshire and Peterborough
ARU Peterborough	Cambridgeshire Chambers of Commerce	Fenland District Council	Oxford to Cambridge pan-Regional Partnership
Buro Happold	Cambridgeshire County Council	Hills Road Sixth Form College	Peterborough City Council
Cambridgeshire ACRE	Cambridgeshire Fire and Rescue Service	Homes England	Social Enterprise East of England
Cambridge City Council	Camcycle	Huntingdonshire District Council	South Cambridgeshire District Council
Cambridge Council for Voluntary Services	College of West Anglia	Innovate Cambridge	Stagecoach
Cambridge Living Streets	East Cambridgeshire District Council	Inspire 2Ignite CIC	St Neots Initiative
Cambridge Regional College	Eastern Education Group	Long Road Sixth Form College	
Cambridge United Foundation		Nene Park Trust	
Cambridge University Health Partners		Newlands Development	







# Our CARE Values



We are **Collaborative**, **Accountable**, **Respectful** and focussed on **Excellence**

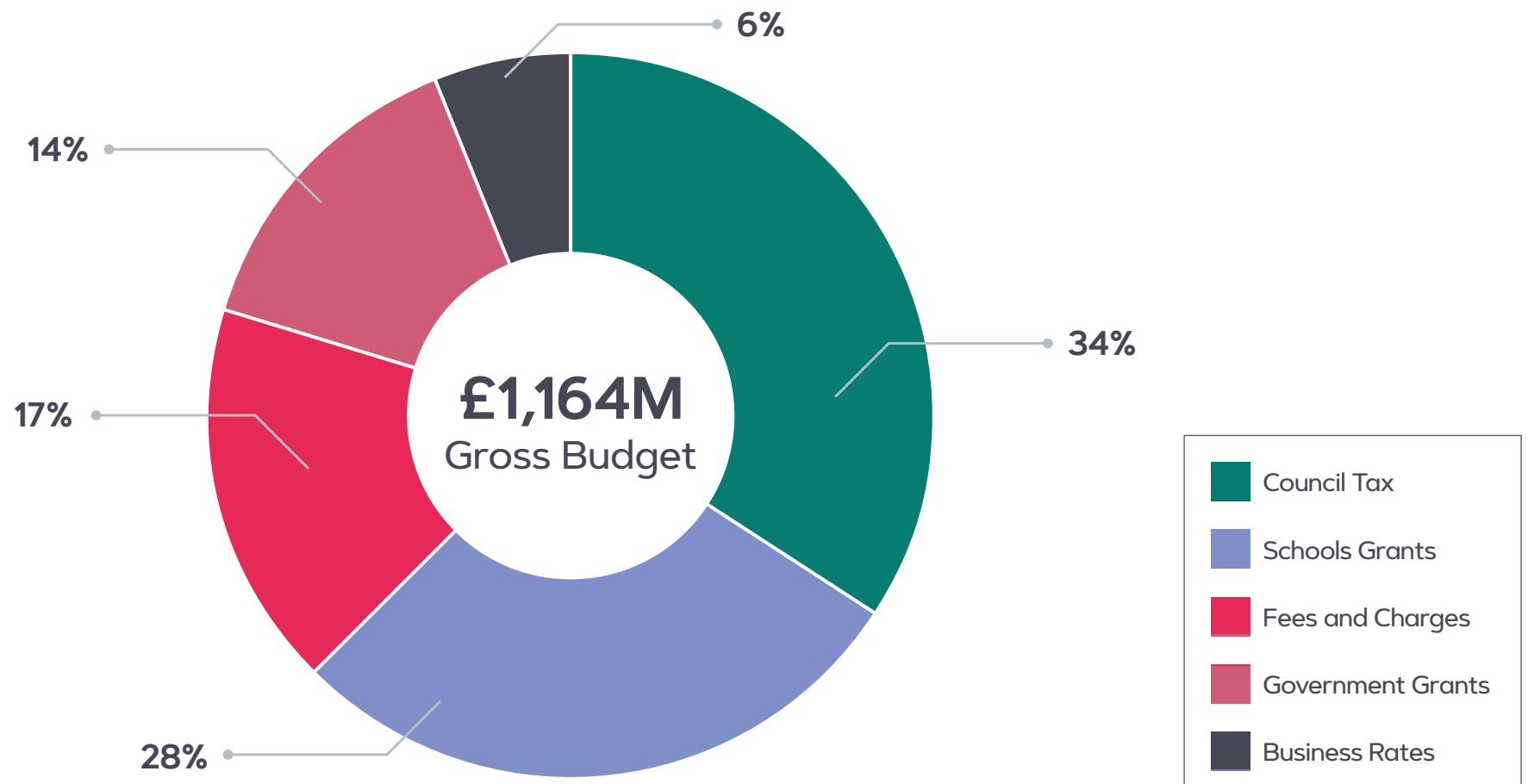
Underlying our vision and ambitions are the organisational values that describe how we work every day to achieve our vision and ambitions, and how it feels to work for Cambridgeshire County Council. These are 'Our CARE Values'.

-  We are **Collaborative** with our partners, our communities and each other.
-  We are **Accountable** to our residents and each other for delivery of outcomes.
-  We are **Respectful** of each other, the environment and our communities.
-  We are focussed on **Excellence**, delivering the best we can and always improving.

# Where the council's budget comes from

Our annual Business Plan describes how we use our resources to achieve the priorities of the council.

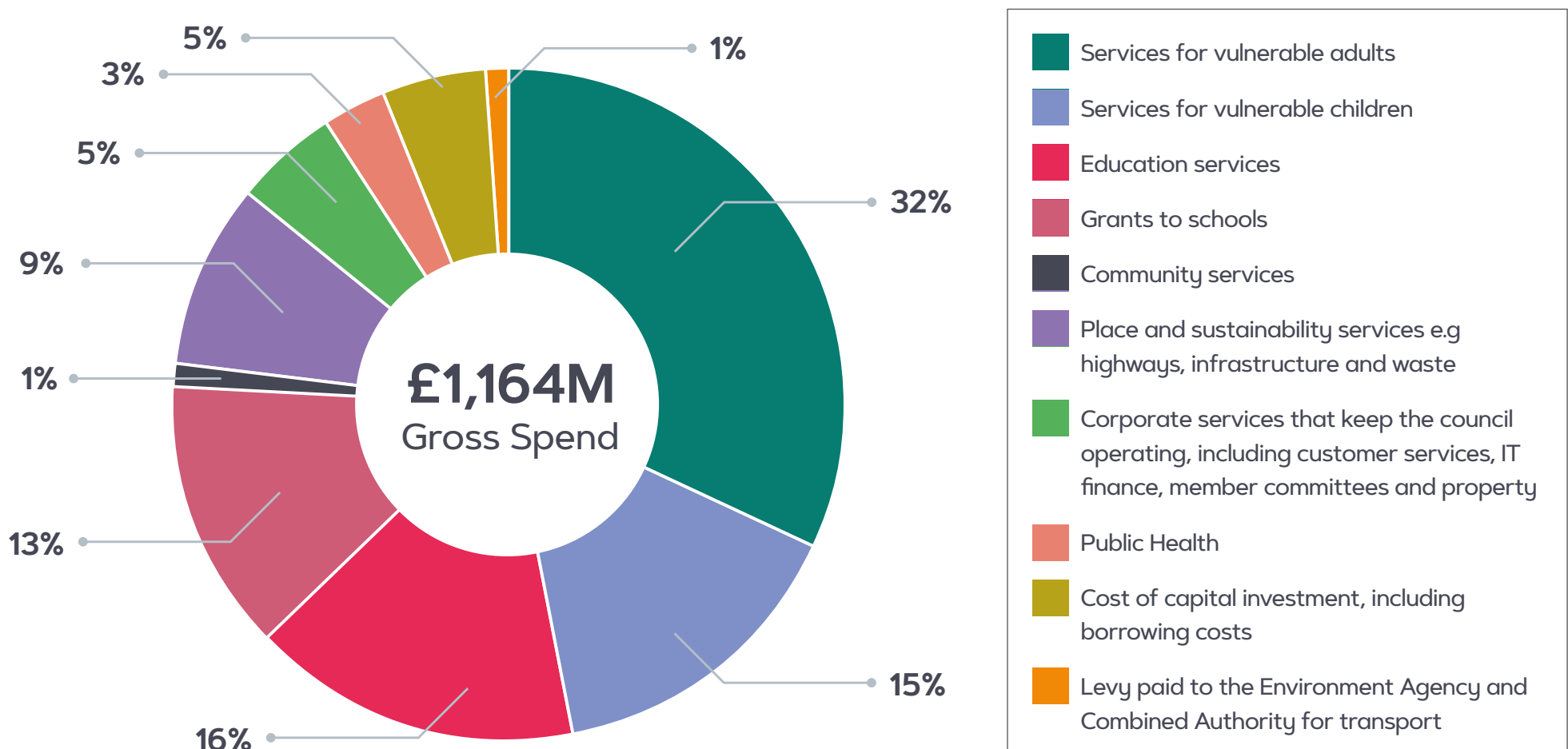
The chart below shows how the 2024-25 budget is made up.



# Where the council's budget is spent

Our annual Business Plan describes how we use our resources to achieve the priorities of the council.

The chart below shows how the 2024-25 budget will be spent.



[www.cambridgeshire.gov.uk](http://www.cambridgeshire.gov.uk)

