

# Corporate Strategy 2019 - 2021

Version 1 – November 2018

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Welcome to the Corporate Strategy which sets out the key outcomes, activities and behaviours that the Council will pursue over the next three years.

The audience for this strategy is primarily the Council – its Members, its staff and its partners. Our commitment and aspirations for the next three years will be communicated to the public through a variety of channels and conversations so they know what to expect from us and can hold us to account.

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# Introduction

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

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

We recognise that we are one organisation in a hugely complicated system, where everyone has a role to play. Building a whole system approach around shared priorities, community outcomes and cost efficiencies is a crucial part of the Council's response to this context and requires a greater degree of collaboration between local public services, providers and with the public than has ever previously been experienced in Local Government.


**Through this strategy, the Council's leaders, employees, partners and stakeholders are making a commitment to work together to improve our performance and impact, knowing that the services we provide are making a real difference to the lives of the people living in our communities.**

## The Council's Strategic Framework

The Council's Strategic Framework ensures that our plans are driven by a shared vision for the county. It is focused on achieving a number of outcomes for the people of Cambridgeshire and comprises the following elements:

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

# Context




Cambridgeshire has a population of **644,575**

Assuming population trends continue, the population will reach...



**708,000** & **802,000**  
by 2021 by 2032

Between 2011 and 2031, the growth in numbers of over 65 year olds is set to far outpace that of under 25 year olds



**74.3%** **19.6%**

The Council has **61** councillors and employs **5343** staff



The Council provides a network of **33** libraries and supports local groups and partners to provide a further **12** community libraries



Cambridgeshire has **754** looked after children

and supports **5,862** adults in adult social care



In Cambridgeshire, the percentage of 4-5 year olds with excess weight last year was the lowest in the East of England at **18.5%**

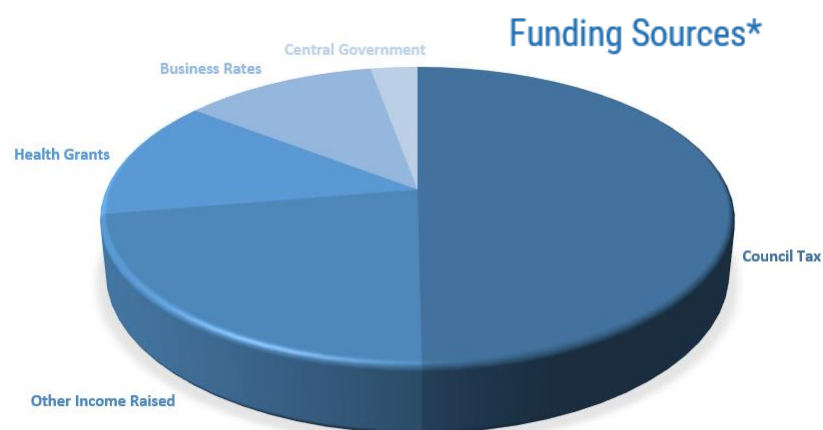


There are over **4,500** miles of roads in the County.



# Budget

The current financial conditions faced by every Local Authority are very challenging. The funding for our services comes from **Government grants** and funding raised by the Council through collection of **Council Tax and commercial activity**. Since 2010, successive governments have reduced funding for Local Government in England as part of their efforts to reduce the fiscal deficit and there has been a move away from central government grants towards a greater reliance on locally sourced taxation such as Council Tax and Business Rates.



The sector has done well to manage substantial funding reductions since 2010, but many Local Authorities are now nearing a cliff edge, with growing overspends and reducing reserves. Most services other than adult and children's social care have already been through significant reductions in funding in councils across the Country. This leaves little or no room to find further savings and, even with a concerted effort to generate alternative income streams, this is driving Local Government towards a narrow core offer, increasingly centred on social care.

In Cambridgeshire, the Council has a robust and forward looking approach to financial planning which has allowed us to identify where savings need to be made and where investment is needed. This has helped us to ensure that resources are directed to services that will have the greatest impact in the priority outcomes for Cambridgeshire and that we can continue to offer **services for everyone**.

By focusing on **sustainable transformation** rather than short term service cuts; by **investing in a preventative approach** to demand management and by generating income which is ploughed back into services, the Council has saved £246m since 2010 whilst protecting critical front line services.

Based on our current levels of service and the expected national and local demand trajectory, the Council will need to make another £60m of savings over the next three years and we are **proactively planning** to meet the financial pressures in the years ahead.

\*Funding passed directly to schools not included in these figures



# Priority Outcomes

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

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

# Themes and Design Principles

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

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

The Corporate Strategy, its themes and design principles have been developed in consultation with Members, lead officers, our partners and communities. The strategy is intended to foster an innovative culture where continuous improvement is everyone's responsibility. It builds on good practice and strong leadership and develops approaches we have been testing and refining over the last two years.

We hope the ambition and themes are inclusive and engaging and this strategy encourages leaders, employees, partners, stakeholders and customers across Cambridgeshire to participate in the important work of public service.

We welcome any feedback, offers of collaboration or ideas for improvement to [Transformation.Team@Cambridgeshire.gov.uk](mailto:Transformation.Team@Cambridgeshire.gov.uk) Thank you.

