

# Cambridgeshire County Council

Strategic Framework 2023-2028



# Joint Administration Foreword

**Times are tough, for residents and for councils. We are facing the most difficult set of economic circumstances for decades. As residents see their own spending power fall because of inflation, so do councils. Our money buys less, but the need is greater than ever.**

It is for these reasons our Joint Administration set as its vision to create a **Greener, Fairer and more Caring Cambridgeshire**, to create a sense of hope and optimism for the future, which we believe we can change for the better.

We want the work we do across the council to prioritise those people who are most affected by the cost of living crisis, and whose resilience is lowest, whether that is on their health, finances or the impacts of climate change. Supporting the vulnerable and tackling inequality go hand in hand. The need to look at the effect of poverty across the whole course of people's lives has never been more urgent.

The pressures of this year's economic woes will not distract us from the biggest threat to our area of all, which is climate change. As we manage increased need and falling spending power, we must not lose sight of the need to adapt to, or mitigate the effects of, climate change on our planet, our biodiversity, and our infrastructure. The drought this summer and changes to rain fall patterns have indicated that climate change is already having a major impact in Cambridgeshire and bringing new risks every year.

Our roads, houses, and safety infrastructure such as fire services have all seen extraordinary pressures and changes

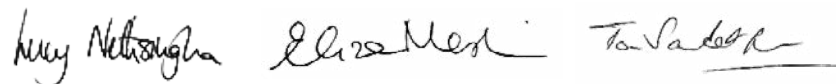
this year. We have ambitious plans to cut emissions and reduce our impact on the environment, because if we don't, the costs will get ever higher.

To achieve everything we need to do, we must acknowledge the need to navigate considerable complexity to achieve our outcomes.

In Cambridgeshire, we have a more complicated set of public service organisations than most areas, with district councils, a county council, 260 town and parish councils, a mayoral combined authority, and a local economic partnership around Greater Cambridge. Our 'rich' local government environment undoubtedly offers us opportunities, but it also affects our ability to have a single port of call for our residents.

We think this makes services and decision making seem further away. That isn't right. We need to make sure people feel closer to decision making and the services they are using, so the support and their outcomes are better. When people can influence services, the support is more personal.

So, we will work to make services more 'decentralised', or in other words more tailored around individual people and the families, households, and communities they live in. We will work to ensure that there are more opportunities for people to take part in the decisions about how those services are planned and run.



Cllr Lucy Nethsingha



Cllr Elisa Meschini



Cllr Tom Sanderson

# Chief Executive Foreword

**Cambridgeshire is a county of contrasts, a place of both opportunity and challenge. The role of Cambridgeshire County Council is about addressing both the issues of today and building sustainably for tomorrow. Cambridgeshire faces a triple threat from the climate crisis, economic downturn and the lingering effects of the pandemic.**

It is our role, as a key public service institution to ensure that we, along with our partners from the public, private, community and voluntary sectors support people, families, and communities to address all of these issues positively and proactively.

In 2021, the Council invited local government peers from leading authorities around the UK to take a detailed look at the way our services were organised and delivered, including our shared arrangements with other authorities. This peer challenge provided us with a great deal of constructive feedback on how we could improve, and the council has responded positively to all these findings.

Since I joined the Council in February 2022, this has led to a much clearer focus on the needs and priorities of Cambridgeshire and its people.

At the same time, increasing demands and expectations for council services continue to grow. The scale, pace and complexity of Government reforms and policy changes continues to impact on the council and these need to be fully funded to enable their delivery.

Having reshaped and restructured our senior management arrangements, my team and I are focussed on working with our partners across Cambridgeshire to ensure we deliver the best possible outcomes for the people of the county. Ensuring we can deliver better outcomes requires us to address two fundamental organisational issues as a Council:

- The medium-term financial sustainability of the Council needs to be secured. Working with our elected members, we will need to take difficult choices and prioritise what we do, because Cambridgeshire continues to receive less funding than we need as growing county.
- We will continue to focus on delivering services for the most vulnerable and those in the greatest need, but this may still require us to do so in different ways in the future.

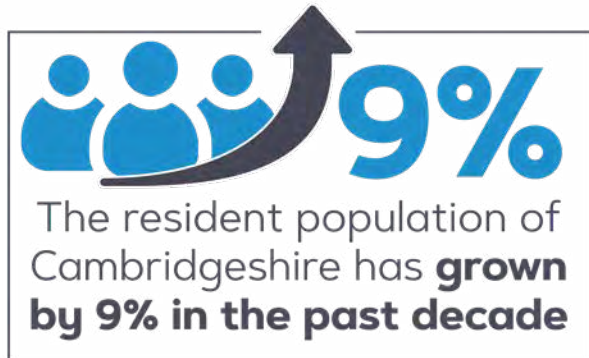
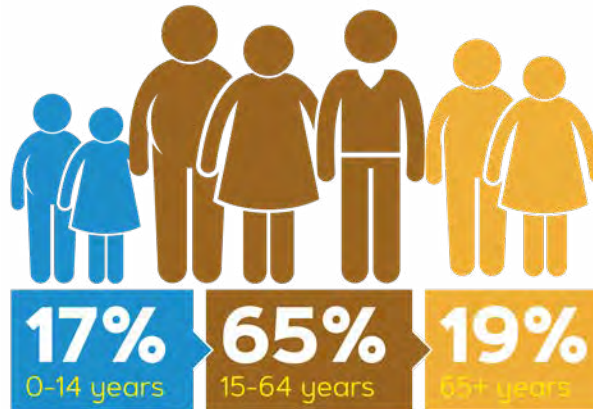
Lastly, our talented and committed workforce are what makes this Council. We are fortunate to employ dedicated people in a range of professions and specialisms across the whole council. However, we need to continue to attract, recruit, and retain diverse, talented people to deliver high quality services, improved outcomes for residents and manage the impact of our operations on the environment.



Dr Stephen S. Moir



# Cambridgeshire and its people



Source: ONS, Census 2021



# 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 2020  
**6.89 MILLION  
TONNES CO<sub>2</sub>e**



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



**CARBON FOOTPRINT**  
for Cambridgeshire County Council  
as an organisation 2021/22:  
**131,610 TONNES CO<sub>2</sub>e**



the **largest share** was from  
**Land Use Change and  
Forestry (LULUCF)** followed  
by Waste and Construction







“ 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 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



## LIFE EXPECTANCY

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

The range for males is 77.4 years in Fenland through to 82.4 years in South Cambridgeshire.



For females life expectancy is slightly higher than for males. However there are still inequalities with Fenland at 82.3 years through to South Cambridgeshire at 86.1 years



# 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 **2,500** carers supported at any one time



Around **6,800** children supported with Education Health and Care Plans (EHCPs)

An increase of 100% since January 2017

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



Over **5,000** Children supported with an early help episode in the past 12 months



Around **7,700** adults aged 18+ receive long-term social care

Fully or partially funded by the County Council



# The Cambridgeshire County Council Vision



All three elements of this vision interrelate, so that in pursuing one we pursue the others as well:



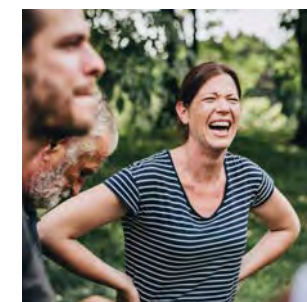
## Being greener ➡ being fairer and more caring

- ✓ Reducing our dependence on fossil fuels reduces our carbon emissions and improves air quality, which reduces health inequalities and lessens the risk of fuel poverty for our residents during the cost of living crisis - boosting public transport is integral to this aim.
- ✓ Adapting to our changing climate includes making our roads more resilient and managing flood risk with our communities



## Being fairer ➡ being greener and more caring

- ✓ Making the local economy work for the people of Cambridgeshire includes skills and investment needed to transition to a net zero carbon emission County
- ✓ Supporting people out of poverty will help to increase positive health and care outcomes for individuals and families



## Being more caring ➡ being greener and fairer

- ✓ Our social care services can be delivered in ways which are more local, better for quality and for the environment, and which seek to maximise choice and control by those who use the services
- ✓ Protecting our most vulnerable residents will help reduce health and socio-economic inequalities



# The Cambridgeshire County Council Vision

This vision guides 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:**

## **Delivering the Ambition:**

- Planning for and managing climate risk, so we can cope with the impacts our changing climate brings
- Reducing the council's direct carbon emissions to net zero by 2030 and supporting partners and communities to reduce theirs
- Helping build a local circular economy to increase reuse and recycling while minimising waste
- Embedding net-zero by design and climate resilience into our transport delivery and maintenance programmes
- Delivering energy efficient and flexible street lighting infrastructure
- Maximising the extent and the quality of nature areas across Cambridgeshire, giving more people access to green space
- Supporting Local Nature Groups that manage and enhance their communities' green spaces
- Supporting Community Flood Groups to build resilience in areas at risk of flooding



## **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 2

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

### Delivering the Ambition:

- Working with our partners to deliver a single vision for transport across Cambridgeshire
- Engaging proactively with our partners to secure the greatest achievable benefits from major highway schemes
- Working with the Cambridgeshire and Peterborough Combined Authority and the Greater Cambridge Partnership to enhance bus services and to create a sustainable long term local funding solution for bus services
- Managing our Park and Ride sites, and the Cambridgeshire Guided Busway, to contribute to sustainable and high-quality travel options
- Ensuring damaged infrastructure is assessed and repaired to keep people safe as they travel
- Becoming an Active Travel Centre of Excellence
- Ensuring the focus of travel solutions associated with new development are accessible and focus on active travel
- Working through the Vision Zero Partnership to achieve a consistent reduction in deaths or serious injuries by 2040
- Supporting local communities through a refreshed Local Highways Improvement programme
- Recycling and reusing materials removed from highway maintenance works



### 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 3

## Health inequalities are reduced

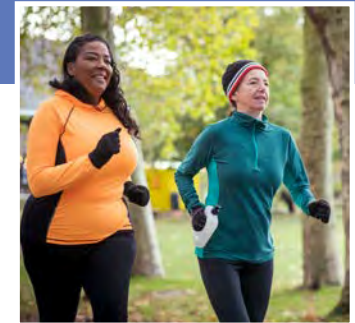
### Delivering the Ambition:

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

- Improving outcomes for our children and young people
- Reducing inequalities in preventable deaths under 75 years old
- Increasing the number of years that people live in good health

### Delivering the Health and Wellbeing Strategy and Integrated Care System Strategy priorities:

- Creating an environment that gives people the opportunity to be as healthy as they can be
- Reducing poverty through better employment and housing
- Combatting health inequalities by ensuring that all council policies contribute to the better health of our population
- Protecting and enhancing directly provided services and guaranteeing the oversight of elected Members in shaping these services



### 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 4

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

### Delivering the Ambition:

- Promoting early intervention and prevention measures to improve physical and mental health and wellbeing
- Involving local people in shaping services which focus on helping people early, fully coordinating with the Council's other services, with the NHS, and our other partners
- Delivering 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
- Protecting and enhancing the choice and control of service users, adopting a rights-based approach to service delivery and expanding opportunities for use of direct payments, individual budgets, and personal assistants
- Ensuring that the services we commission drive up the quality and dignity of care work and bring additional benefits to Cambridgeshire's people and communities
- Ensuring 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



### We will track progress by

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

# Ambition 5

## People are helped out of poverty and income inequality

### Delivering the Ambition:

- Supporting people to access short-term financial support in a crisis
- Helping households in need to boost their income and reduce costs
- Working with our partners to ensure that support for people is straightforward, equitable, and does not stigmatise
- Supporting families with access to free school meals and help for families during school holidays
- Supporting entry to, and good quality participation in, the labour market
- Providing Council Tax support for our care leavers
- Ensuring people can access support to develop their skills as a route to financial security
- Paying our employees the real living wage and influencing our suppliers and providers to do the same for theirs



### We will track progress by

- Monitoring the number of universal credit claimants
- Monitoring the percentage of learners who go on to further learning, work, or apprenticeships



# 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**

## **Delivering the Ambition:**

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



## **We will track progress by**

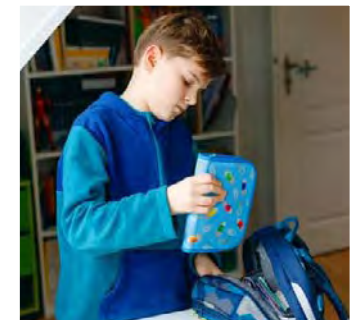
- Monitoring the social value, or additional benefits for communities, achieved from goods and services the council purchases
- Monitoring the percentage of organisational spend that is locally based

# Ambition 7

## Children and young people have opportunities to thrive

### Delivering the Ambition:

- Providing families with high quality pre-birth and early years support
- Ensuring our children are ready to enter education and exit education, prepared for the next phase in their lives
- Ensuring all children have access to education from early years through to post 16 provision
- Challenging and supporting all settings to set high aspirations for all children and young people
- Protecting children and young people from harm using safeguarding approaches
- Improving outcomes for children and young people with complex needs, including mental health needs
- Meeting need early and locally through our Special Educational Needs service
- Ensuring that young people who experience care can access the support they need to move into adult life
- Working with partners to coordinate Health, Early Help and Social Care, upholding our principles of directly providing services where this delivers the best outcomes for residents, and guaranteeing the oversight of locally elected and accountable bodies in shaping these services



### 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



# The Cambridgeshire County Council Corporate Approach

Our Vision and Ambitions are at the heart of everything we do, shaping our key cross-cutting strategies and our day to day service delivery strategies, policies and plans

## Our key cross-cutting strategies include:

- Medium Term Financial Strategy
- Climate Change and Environment Strategy
- People Strategy
- EDI Strategy
- IT and Digital Strategy
- Health and Wellbeing Strategy



## Our Service Delivery Strategies, policies and Service Plans include:

- Adults and Older People
- Children and Young People
- Education, SEND and adult education
- Carers
- Fostering and Adoption
- Communities
- Highways
- Public Health
- Sustainable Procurement

### AMBITION 1

Net zero carbon target

### AMBITION 2

Safer, sustainable travel

### AMBITION 3

Reduced health inequalities

### AMBITION 4

Healthy, safe, independent lives

### AMBITION 5

Anti-poverty

### AMBITION 6

Places and communities prosper

### AMBITION 7

Children and young people thrive

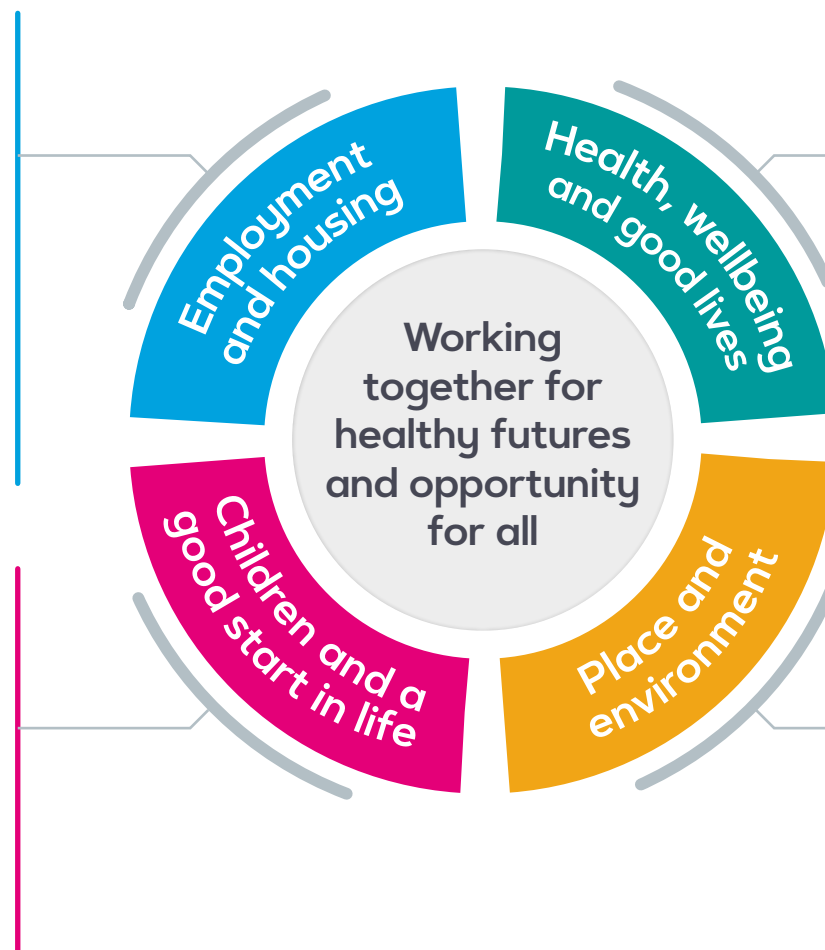
# Working with our public sector partners

## Our Vision and Ambitions for Cambridgeshire County Council align with those of our public sector partners

This has enabled us to agree a single system strategy identifying the issues to tackle together to achieve better outcomes for people

- Skills
- Fair pay and good work
- Opportunities for all
- Wellbeing, safety and security in work
- Affordable lifelong homes
- Better housing
- Social mobility
- Fewer households living in poverty

- Physical activity
- Ready for the future
- High aspirations for all
- Reduce childhood obesity
- Address inequalities in health and social outcomes
- Social connection
- Better mental health
- Ready for education



- Early intervention
- Local support
- Collaborative health
- High-quality acute and social care provision
- Volunteering
- Lifelong activity
- Independent living
- Drugs and alcohol education and support
- Tracking violence against women and girls

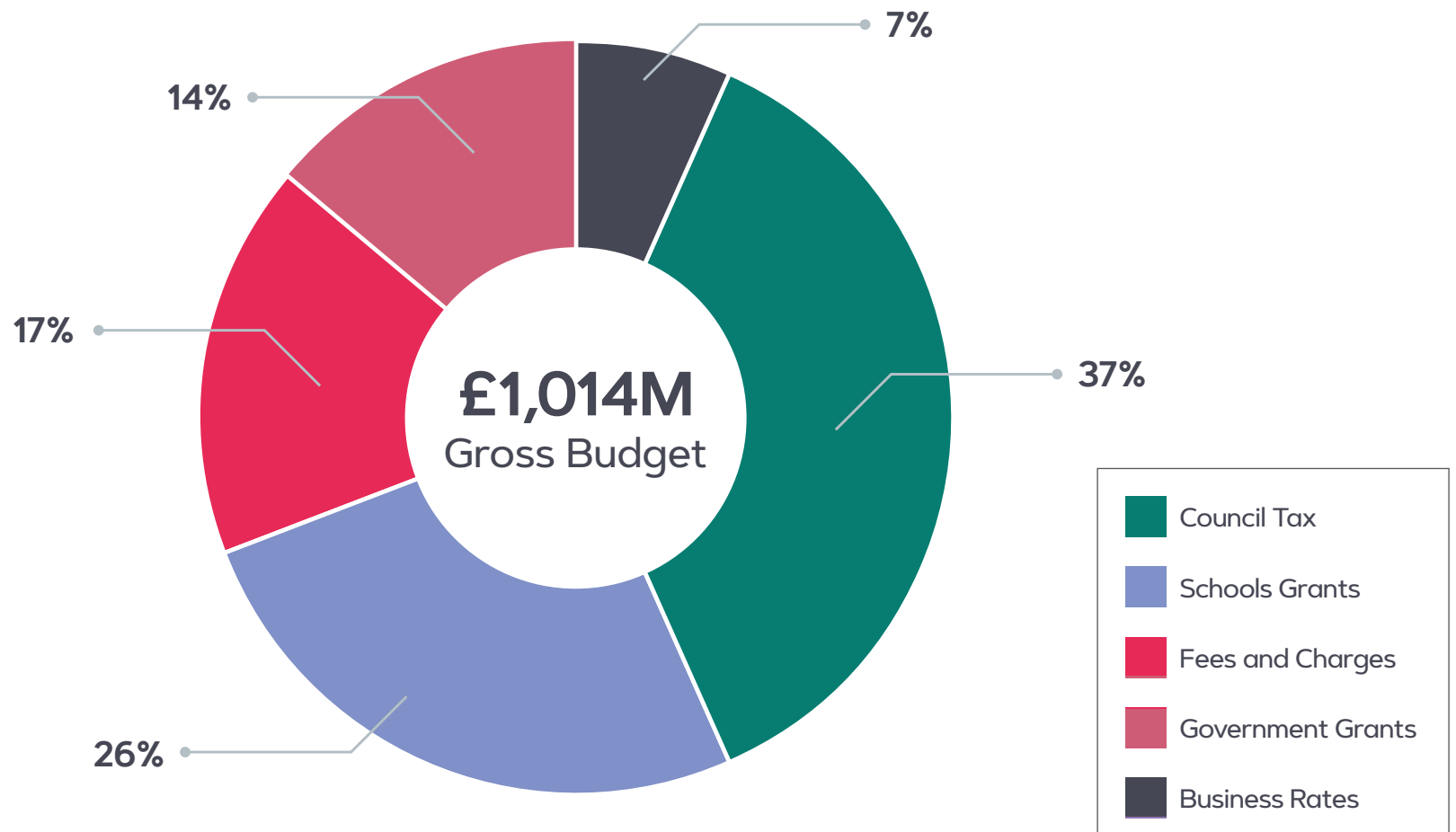
- Healthy environments
- Green space and nature
- Connectivity
- Biodiversity
- Sustainability
- Connection and inclusion
- Safe communities
- Active and social places



# Where the Council's budget comes from

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

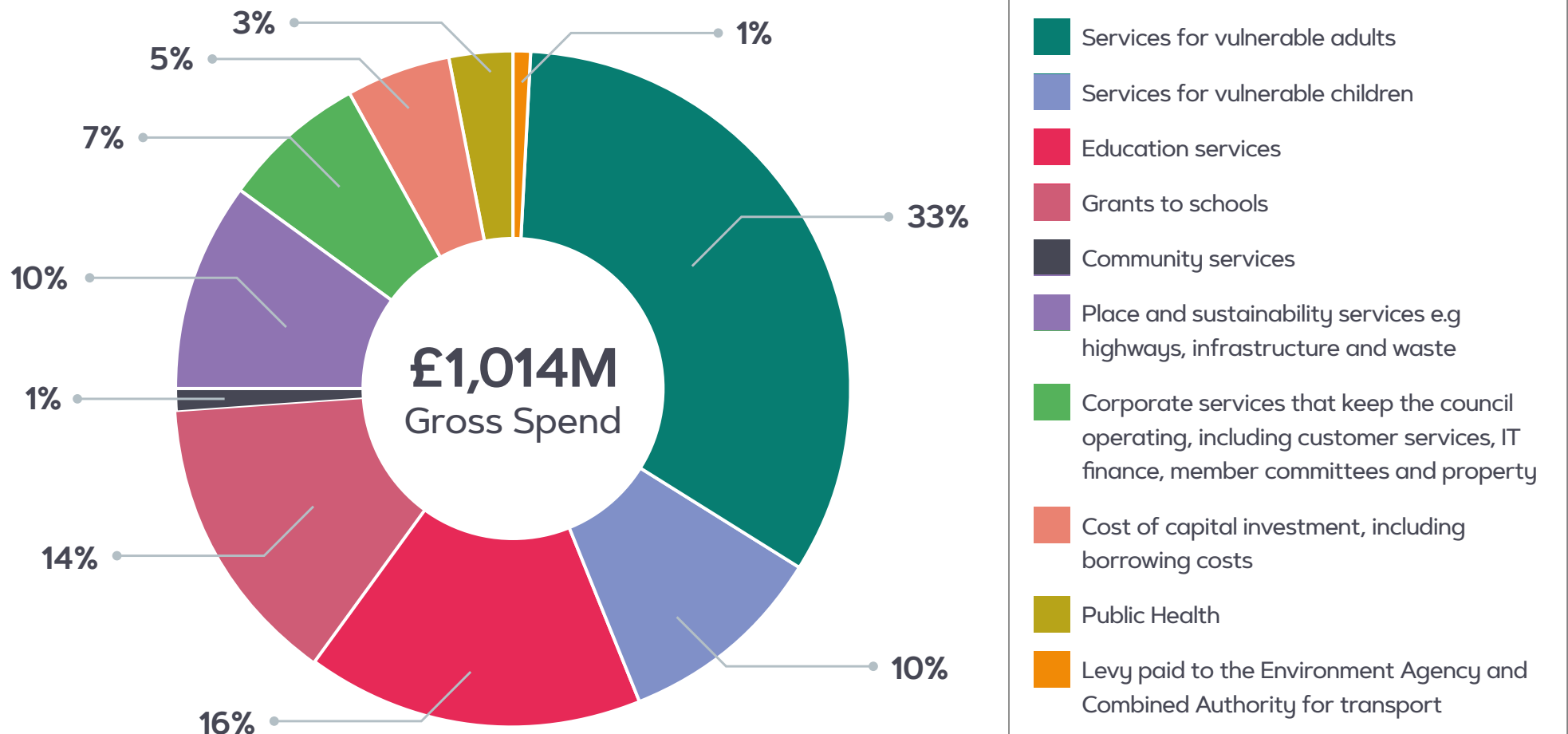
The chart below shows how the 2023-24 budget is made up.



# 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 2023-24 budget will be spent.





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

