

## **Cambridgeshire – area self-assessment**

**Working together to improve quality of life.** The clear and simple yet challenging and ambitious vision we share with our Cambridgeshire Together partners and the communities of Cambridgeshire.

Steeped in tradition and heritage, Cambridgeshire communities are diverse and dynamic. We have strong and proud rural communities, vibrant city communities and emerging communities in our growth areas. Our ambition is simply that everyone who lives in Cambridgeshire feels that this is a great place to live and that those who visit, learn or do business here choose Cambridgeshire because of what makes this county unique.

Such is our ambition that the Cambridgeshire Together Board has challenged the partnership to take stock, consider our progress and be humble in the assessment of our achievement. The leadership of our partnerships has strengthened greatly over the last year and we have agreed together that we will push forward with a fresh look at our shared vision and priorities for Cambridgeshire as well as the way we use our collective resources to deliver outcomes for communities. This self-assessment for Cambridgeshire therefore is produced at the exact point at which we are reflecting on progress but setting out on a new journey of continuous improvement.

The 2008 Direction of Travel assessment noted the improvements that have been made in partnership working, with particular references to health and growth. Although this assessment related primarily to the County Council the credit for such improvements must be shared across Cambridgeshire Together.

### **Developing and delivering the Cambridgeshire Vision**

The Cambridgeshire Together partnership has understandably taken time to establish itself as a strategic partnership driving service improvement and addressing shared priorities for the county. With the added complexities of working in a multi-tier area we have had many partnership development issues to address and resolve.

Some of our real achievements include the development of the Cambridgeshire Vision – a countywide sustainable community strategy that was developed through strong analysis of policy, data and community consultation, both top-down and bottom-up information. This big step forward by our partnership was closely followed by the agreement of a Local Area Agreement (LAA) that all partners are signed up to and delivering against, with increased levels of understanding of what the LAA in Cambridgeshire is for and what difference it will make for communities, shared across all tiers of local government and partner organisations.

All partners continually use community views to develop and refine their overall priorities and objectives at a strategic level. Cambridgeshire Together used extensive consultation to shape the Cambridgeshire Vision in early 2008, including specific focus groups with hard to reach communities. Partners including the County Council used this information to help ensure priorities for individual organisations are

consistent with the partnership vision and ambition. Further examples of understanding of community need and aspiration include our strategic community safety assessments and Joint Strategic Needs Assessments which have helped underpin the prioritisation and delivery of actions. The JSNAs are well regarded and have helped drive service planning and commissioning for issues as wide as older peoples' services, services for people with learning disabilities, mental health and children's services.

In 2008 the conclusion of our first partnership review created structures, accountabilities, performance frameworks and the systems and procedures we needed to manage the delivery of our priorities. This includes the development of our Joint Accountability Committee to scrutinise delivery of LAA partners, improved co-ordination between Cambridgeshire Together Board, Cambridgeshire Public Service Board, Reference Group and Thematic Partnerships. To support the delivery of our Cambridgeshire Vision and LAA, we developed delivery plans and started to map our resources. This was a complex and difficult task, and one we are revisiting as our partnerships develop and mature.

Following the partnership review, we developed new partnerships to cover priorities that had previously only been dealt with by individual organisations or certain geographical areas, but these now reach across the whole county and all partners to ensure we are addressing both the countywide picture, but also tackling inequalities. This also helped develop stronger and improving engagement with local strategic partnerships and communities to ensure that we remain focused on issues that matter most and to help us continue to develop our understanding of the different choices and voices expressed by communities, neighbourhoods and individuals.

We have made progress in engaging communities through a range of different approaches and partnerships. One example of us working well as a partnership to engage communities is the Neighbourhood Panels. Each Panel is made up of Parish, District and County Councillors along with community representatives invited to become panel members. Communities attend the Panels to raise their own local issues. At Panel meetings there are often discussions about local concerns such as policing, health, housing and children and young people's issues and communities are involved in assessing whether the services the partnership delivers are genuinely making a difference.

Cambridgeshire Together has already taken steps to ensure that its communications are accessible, including for potentially hard to reach and minority communities. These include ensuring our key communication tools – our magazine and promotional leaflets about key initiatives are available via key service outlets provided by the partners of Cambridgeshire Together such as libraries, GP surgeries and Children Centres. This ensures that all service users from all backgrounds have an opportunity to access the leaflets which are also available in a range of formats including an online e-magazine with the option to increase character size for those who are visually impaired and the development of a migrant workers leaflet providing advice and information about key services across Cambridgeshire which, subject to funding through the Migration Impacts Fund will be available online and in different languages.

We have a number of examples where the partnership has taken decisions to allocate resources to tackle need in various parts of the county. The Cambridgeshire LPSA 2004-07 was negotiated for 12 key service areas and for Round 2 of the reward, the grant was made available to the five district LSPs in the County, with the reward grant used to target projects in Districts around the county. Strong performance in LPSA meant that we secured £9,006,668 of the potential £12.5 million available, with Cambridgeshire Together agreeing with LSPs a "top-slice" for the forward funding of concessionary bus-fares around the county and capacity building for the Local Area Agreement with the creation of a dedicated Partnerships Team. An additional £25,000 was released to fund recycling improvements in East Cambridgeshire. Rigorous financial and performance monitoring arrangements have been developed in partnership, with all funded projects providing clear spending and performance profiles, allowing timely performance management decisions to be taken.

### **Weathering the storm**

Developing and agreeing our Cambridgeshire Vision was a real achievement for the partnership. But in 2008 the national context changed and the onset of the economic downturn became increasingly apparent. Through strong political and executive leadership, our partnership moved quickly and proactively to develop an immediate understanding of the impacts the early stages of the downturn were having on our communities and to look at measures we could put in place together to help shield communities and businesses from the worst impacts.

At our Economic Summit in November 2008 Board Members agreed and resourced a package of measures to support communities through the downturn with a real focus on immediate action and not waiting for the full impacts of the recession to hit, but acting to protect as well as to support.

The Board made it clear from the outset that recession would cut across our Thematic Partnerships and organisations and as such was a priority we were all collectively accountable for tackling. Immediately, all partnerships added the downturn to their meeting agendas and a range of measures and actions were initiated alongside regular monitoring and reporting of impact as the recession hit.

We have received a range of external praise and recognition for the strength of our partnership and our proactive approach. We have led the way in showing how local partnerships can support and shield communities and presented at national conferences as well as featuring in many national publications of best practice. We genuinely believe that our partnership has worked excellently in the face of the recession, and we feel that our approach and the impact we're having on our communities and economy is certainly something others could learn from.

But it is the difference that our response is making for our communities that makes us most proud, examples include:

Additional VCS funding from CCC allocated via Cambridgeshire Together. Listing currently being updated:

- Debt and welfare issues in an even spread across district areas

- Debt and welfare advice through the village visiting service in South Cambridgeshire
- Employment advice
- Supporting a package assisted by Children’s Services, PCT and South Cambridgeshire to delay redundancies of three health care professionals whilst other funding is sought
- Support for vulnerable families with the cost of summer school respite care
- To help with the costs associated with outreach work in Cambourne
- To help towards rental costs, so that funds can be diverted to support families who may not be able to make a contribution to their mediation/support costs
- To provide a second round of rental support in October
- To provide extra capacity in the area of advice and support for families and individuals. Not to cover debt etc but more around emotional welfare
- To provide support for volunteering with a clear link to the skills and unemployment agendas.

**How well are outcomes and improvements being delivered?**

*(TO UPDATE FOLLOWING NEW PERFORMANCE REPORT INFORMATION).*

**Key National Indicator Performance achievements, supporting local priorities**

Achievements	Partnership Priorities
NI187 Secondary school persistent absence rate – significant improvement target was 6.25% and performance was 5.65%	Safer and stronger communities – in terms of helping people to achieve their potential and improve quality of life
NI177 Local bus passenger journeys – performance was 24,336,622 and target was 20,850,000	Economic Prosperity & Managing Growth - enabling access to work and services
NI197 Improved local biodiversity – management of sites. Performance was 166 against a target of 155	Environmental Sustainability – maintaining focus on climate change and environment
NI125 Achieving independence for older people. Performance was 76.2% against a targeted of 60%	Equality and Inclusion – promoting choice and addressing inequalities
NI141 Percentage of vulnerable people achieving independent living. Performance was 69.3% against 65%	Equality and Inclusion – promoting choice and addressing inequalities
NI198 % of children travelling to school by car. Performance was 21.46% against a target 22%	Environmental Sustainability – maintaining focus on climate change and environment

## What is our direction for future improvement?

We know that there remain many areas where our partnership needs to continue to improve. The maturity in our partnership is such that we have a common understanding of these issues and in preparing our end of year reports; we have been open and honest in our assessment of progress in these areas.

The Cambridgeshire Together partnership and individual organisations have made some progress in working together narrowing the gap as evidenced by some of our performance information. Clearly we've made more progress in some areas, such as priorities for children and young people, than others but we are confident that the full impact of some of our plans will be realised in future years. The partnership has a greatly increased awareness and understanding of the diversity of the county and the differences in outcomes for communities either because of where they live or their common of interests. The areas in which we need to continue our improvement in narrowing the gap include addressing health inequalities, supporting increased skills levels, training and employment opportunities and tackling crime in our most deprived communities.

As a partnership, we have successfully developed a range of action plans for our LAA targets and implemented a system of delivery planning. However, like many partnerships, we know we need to improve our approach and the robustness of some of our actions and our Making Cambridgeshire Count initiative is central to achieving this. Our current approach is much like any other partnership across the country. Despite the complex arrangements of a diverse multi-tier county, we have been able to map delivery of key interventions that contribute to achieving the targets and priorities set out in the Cambridgeshire Vision and LAA. However, we have greater ambitions for going beyond this typical delivery planning approach to transform public services and we have already set out on our innovative approach to achieving this.

As part of performance managing the LAA we regularly assess the effectiveness of our actions plans and carryout a quarterly risk assessment of progress against each of our targets. At the end of year we have made the following assessments that will enable our partnerships, individually and collectively, to make informed decisions of where we need to focus our efforts and resources most in 2009/10.

Thematic Block	Performance			Risk			Action Plans			Overall Status
Managing Growth										
Economic Prosperity										
Environmental Sustainability										
Equality & Inclusion										
Safer & Stronger Communities										

To support our approach to improving delivery we have started to embed our approach to performance management through the following improvements:

- Clarity of ownership and responsibility for all of our performance indicators and action plans not only to drive performance but also ensure data is collected and reported correctly
- The production of real time data through the introduction of a new IT assisted performance system which can be accessed by all partners
- Tracking of poorer performing indicators through a series of exception reports to the Cambridgeshire Together Board
- Enhanced scrutiny arrangements through Joint Accountability Committee

As we move forward we do know, however that we need to focus our energies on improving performance in the following areas:

- Continuing to narrow the gap in outcomes for certain communities of interest and communities of place
- Implementing our plans for an integrated and co-ordinated approach to community engagement
- 
- 

#### Specific National Indicators

- NI8 Adult participation in Sport
- NI56 Obesity
- (MAY CHANGE)

There are no doubt a range of challenges and achievements for Cambridgeshire Together and we are rightly proud of the strength of the relationships that now exist between all partners, at different levels of local government, across public private and the voluntary sector. Work has been ongoing to look at where the partnership needs to go next and with strong direction from the Cambridgeshire Together Board and the Cambridgeshire Public Service Board, our direction of travel has been mapped out.

#### **Making Cambridgeshire Count**

Making Cambridgeshire Count is a major new initiative under the leadership of the Cambridgeshire Together Board and the Cambridgeshire Public Service Board. Supported and endorsed by Government Office East and backed financially by Improvement East, this innovative project will not only refocus our vision, getting closer to communities and unleashing the full talent of committed partners in Cambridgeshire, but take us forward into a new realm of strategic commissioning and the transformation of public services.

In an area of the country which already receives modest central government funding, partners in Cambridgeshire already deliver excellent value for money. Yet one of our key motivators in the Making Cambridgeshire Count initiative is to look closely and openly at how we best use of our collective resources to deliver our vision with real value for money and to drive up resident satisfaction even further.

Partners have openly embraced this new initiative which is gathering pace quickly. Work has already secured the involvement of (NAME POTENTIAL PARTNERS?) to challenge, support and work with the partnership as we make Cambridgeshire count. The key early stages now underway include the alignment of strategic planning processes in partner organisations to ensure that the partnership is in a position to deliver any new priorities or actions in the financial year 2010-2011 to have an immediate impact and secure further improvements for communities.

We plan to engage the full partnership in a debate and involve communities, stakeholders and employees in a wide ranging conversation about what we really want communities across Cambridgeshire to be like in the future. The refocusing of the Cambridgeshire Vision to a Cambridgeshire Plan will articulate clearly our refocused shared priorities, connecting emotionally with communities and producing a set of priorities that will resonate with both communities and partners.

We will place at the heart of the new plan a robust set of action plans demonstrating clearly how we will deliver our priorities. Our new approach to action planning is being developed through close working with Government Office East and focuses purely on the key interventions required from the partnership to shift performance; leaving the delivery of single organisation actions to those organisations and focusing the effort of the partnership where the transformation of public services and strategic commissioning is required.

The refocusing is not a signal that the partnership feels it has got its vision and priorities wrong. Making Cambridgeshire Count is a recognition that we have been improving well with incremental improvements and progression, but acknowledgement from our political and executive leaders that this simply isn't good enough. We want to go further, faster and deliver more and better services.

As a partnership, we have strong leadership setting direction for our partnership, but this does not mean that we haven't already achieved a great deal for communities across Cambridgeshire. The rest of this self-assessment sets out the progress we have made in delivering the 5 priorities of our Cambridgeshire Vision, reflecting both on the improved performance across the county, but also in tackling issues specific to areas, neighbourhoods, communities and for families and individuals.

## Managing growth

### TO ADD SECTION ON HOMELESSNESS

**Provision of affordable housing in new and established communities** is a key priority in Cambridgeshire given the nature of our growing communities. To achieve this, our Managing Growth partnership is working to build new affordable housing as well as redeveloping existing housing in our established communities.

We are rightly proud of our achievements, we have listened carefully to our existing communities and developed plans for the growth and development of new communities in such a way that they enhance and add to the place of Cambridgeshire. In fact, we feel that such has been the success of the way we have engaged the community and learnt from our previous experiences and those of others around the country, that as we await the cutting of the soil on developments in Northstowe and southern fringe, we have the support of our communities, with no co-ordinated opposition to the developments and no independent candidates stood on 'anti-growth' agendas in our county-wide elections. Our approach to growth is genuinely something we feel others nationwide can learn from.

The current economic situation has meant that our strategic housing developments have been progressing more slowly than was originally expected. However, real progress has been made recently and the areas where we are likely to see the first houses on will be on the sites to the south of Cambridge - up to 4,000 are planned and development is forecast to start in 2010 when legal agreements are completed. We expect to receive a planning application for the development of the new town of Northstowe later this year.

South Cambridgeshire District Council are working with people who live within the boundaries of the proposed new town at Northstowe and neighbouring communities to ensure existing residents have a say in the development of the new town. [WHAT HAPPENED AS A RESULT?](#)

We are clearly planning our new communities carefully and this is very much a partnership approach. NHS Cambridgeshire and South Cambridgeshire District Council are working closely in influencing and shaping the outline planning application for Northstowe commenting on a range of health related issues including phasing of the development, social infrastructure, the requirements for health services and ensuring our plans meet guidance from the National Institute for Clinical Excellence.

To enable development, even during the economic downturn, we have continued **to invest in appropriate infrastructure for new and established communities**. Our partnership works closely with Councils across the county, Cambridgeshire Horizons and the Homes and Communities Agency and despite the economic downturn, we have not lowered our ambitions. Housing Growth Funds are being used to bring forward new homes at major development sites across the County, and we have continued to resource delivery of essential infrastructure to enable growth, such as the Addenbrooke's Access Road and Huntingdon Western Relief Road. The continued investment in the Addenbrooke's Access Road should be complete next Spring which will mean that cars accessing the hospital from the south of Cambridge



won't need to travel on Trumpington High Street which is heavily congested, resulting in better outcomes for commuters, residents and visitors to the hospital.

Revised housing and affordable housing targets have been agreed with Government through the LAA negotiations. These have been agreed by the Cambridgeshire Together Board and reflect the economic downturn and its impact on housing delivery, but are still very challenging given the current lack of private sector investment in housing.

Consultation on the Transport Innovation Fund proposals to reduce congestion in Cambridge involved a number of different methods of engagement, around the county, to ensure that everyone had the chance to participate, including 37 roadshows, nine workshops, 45 meetings with key stakeholders, online questionnaires (3,200 completed), and door-to-door interviews. As a result of the Consultation, an independent Transport Commission was established to look again at TIF proposals, including those elements that people were particularly concerned about and to identify revised or new proposals for the Council to consider. This will report in July/August 2009.

We are strongly committed to our Quality Charter which provides a vision for **safe, well designed, accessible and well managed new developments**. The Charter, launched in June 2008 and shortlisted for an RTPI National award, sets out the requirement for timely provision of community facilities, including educational facilities in our new developments. These principles are being applied in statutory development plans and in negotiations on Section 106 Agreements. Political Leaders have reaffirmed their commitment and drive to maintaining quality in our new communities and developments. Our Joint Accountability Committee made recommendations which were fully endorsed by the Cambridgeshire Together Board about the need to guarantee our new houses are of high quality.

At Wisbech in Fenland, the Nene Waterfront Development is bringing vitality and economic benefits to the town. A business incubator and conference centre, The Boathouse, has recently opened. The scheme, which has won several national awards for its innovative design and quality, provides the first phase of a major regeneration project which will include over 1,000 homes, commercial premises and public realm improvements. Housing Growth Funds have been earmarked to help fund the first phase of the housing.

Huntingdonshire District Council have undertaken a survey of residents on new developments get feedback on the quality of life experienced by the residents so that lessons can be applied to other sites. [WHAT WERE THE RESULTS?](#)

The Arts, Culture and Major Sports Facilities strategies set out strategic and local requirements. At Orchard Park on the Cambridge Northern Fringe, a new community of 900 homes is underway. A new primary school has already been completed and although progress has slowed down due to the economic downturn, a new community centre is due to open shortly. Local partners and developers have worked together to ensure completion of the centre, improve the site and provide a safe and pleasant environment for the new residents.

Strategies have been developed to ensure that residents of new developments have

easy access to local and strategic open spaces and that improvements in biodiversity are made. Area Action Plans for major sites stipulate open space requirements and the Green Infrastructure Strategy sets out strategic spaces and green connectivity across the Cambridge planning sub region. The Strategy is currently being reviewed to include the whole of Cambridgeshire and provide more detailed proposals for inclusion in local infrastructure frameworks. In the past year £X of Housing Growth Fund was spent on green infrastructure and a further £3m has been allocated for the next two years.

Our work to continually **develop our transport and highways network** is progressing strongly. The Guided Busway is due to open late summer 2009 offering a reliable, fast and frequent service, a genuine public transport alternative to driving in to Cambridge on the busy A14. The guided busway will link Huntingdon, St Ives and Cambridge and will include two new Park & Ride sites delivering real and positive outcomes for people making their journey around the county. Our successes also includes the 4.4 million Park and Ride journeys that took place in 2008 – an increase of 27% over 2007 and our continued excellent performance on the two road condition national indicators (NI 168 exceeded target and NI 169???) and achieving our Local Transport Plan targets for increasing cycling, with 16.7% more people cycling than the 2004-05 baseline and travel by sustainable modes in market towns in 2008/09, with 25% of trips within the six market towns were by sustainable modes (bus, cycle or on foot).

The Council has successfully attracted £20 million to build a new Rail Station at Chesterton; building our first new major rail station in the area for many years. We currently forecast the project to be complete and operational by 2015 but we are working to try to bring that date forward. The new station will have a major impact on traffic in the City, reducing the need for people from the north to travel through the congested Cambridge streets. There will be 500 spaces for cars as well and will provide a major boost to accessibility. The station will also importantly have a direct link to the Guided Busway to really add to the travel opportunities for people in our county.

Our communities and businesses often tell us that tackling the congested A14 is a major priority. The upgrade is still progressing steadily and the huge cost of the scheme, now estimated at £1bn, will perhaps be the largest infrastructure spend in our region. The plan from the Highways Agency is still to have it up and running by 2015 - its benefits are much awaited, particularly for those travelling by car between Cambridge and Huntingdonshire.

We are also facing some further challenges, our local targets for condition of footways and unclassified roads were not achieved. However, to address this performance, we have secured additional investment for 2009/10 which will help to further improve performance, although the severe weather earlier in the year will have a detrimental effect on the network.

The development strategy for Cambridgeshire aims to provide stronger links between homes and jobs by providing opportunities for people to live and work in the same area or to travel by public transport to their place of work. The Cambridge Urban Fringe sites are all located within walking or cycling distance of major employment areas and will have excellent public transport. The Cambridgeshire

Guided Busway will provide a very high standard public transport link to serve existing communities, including the new development at Orchard Park, proposed new communities, including Cambridge Southern Fringe and Northstowe, and market towns with direct sustainable access to jobs (e.g. Cambridge Science Park and Addenbrooke's) and public services (Hinchinbrook and Addenbrooke's Hospitals and Cambridge and Huntingdon Regional Colleges). At a local level, proposed new housing in Cambridge Southern Fringe will ensure opportunities for people working at the existing hospital facilities and proposed bio-medical research campus will have the opportunity to live and work locally.

New communities currently under construction, such as Cambourne, Orchard Park, Accordia and the Vie development in Cambridge have a range of features such as well designed open spaces and home zone streets. Accordia was the first residential scheme to win the Stirling Prize for architecture. At Orchard Park, a joint community development officer has been appointed by SCDC and a Housing Association (BPHA). Other projects include a community arts project to design street signs and other features, plus community activities. Local authorities have undertaken a member level review of the development (which has been shortlisted for a national scrutiny award) and an action plan for improvement is being implemented.

DRAFT

## Economic prosperity

**Tackling the economic downturn in** Cambridgeshire is a priority not only for local communities, but for the national economy. Cambridgeshire is one of the UK economy's 'growth engines' and even though the national economy is in recession, we strongly believe our local economy will make us leaders of the recovery. Our vision of a prosperous county, driving the UK economy and providing skills, jobs, economic inclusion and prosperity for all of Cambridgeshire's communities has not changed. Yet in common with the UK as a whole, the Cambridgeshire economy has suffered during 2008/09.

We believe that the impacts of the downturn are more than just economic and our Economic Prosperity Partnership is contributing to close monitoring and management of the impacts of the downturn on communities across Cambridgeshire.

Our position has always been that the strength of our local economy will help Cambridgeshire through the economic downturn and through the collective interventions of the Cambridgeshire Together partnership we have been able to successfully shield many of our communities from the worst impacts of the recession. However, we are also absolutely committed to doing everything possible to help and support the individuals and families that are affected.

Our intelligence forecasts a 3.2% to 4% fall in employment in the Greater Cambridge labour market area between 2008 and 2010, equating to between 10,800 and 13,500 jobs lost. Most of these will be in small businesses given the nature of the county's economy – 96% of our VAT/PAYE registered businesses employ less than 50 people.

Whilst up to date hard data remains difficult to track with the lag in national reporting, our proxy measures and bottom-up intelligence gathered through working with the private sector suggests that the sectors that are being worst affected are wholesale and retail, food/drink processing, printing, construction (especially housebuilding) and manufacturing more generally. In the face of the recession, we continue to work as an economic prosperity partnership to support **sustainable growth of business sectors critical to the future economic success of the local, regional and national economy.**

Of the many initiatives locally, regionally and nationally to support the business sector during the recession, our Economic Prosperity Partnership is constantly reviewing economic and business intelligence and identifying potential policy developments and interventions, these include the following:

- Cambridge & Rural Enterprise Advice & Mentoring Programme providing business start up support
- Grant support for companies seeking to grow, following advice from Business Link East
- High growth business support programme funded by the Greater Cambridge Partnership and delivered by St John's Innovation Centre
- Flexible Enterprise Workspace being developed in March using Investing in Communities funding

- Intensive SME sustainable procurement training programme, funded by the GCP
- Development of plans for 'the hive' in Cambridge to house social and environmental businesses
- County Council participation in the national pilot to shape guidance for local authorities new Economic Assessment duty
- Business Link East peer to peer initiative for 18 month old companies

As we continue to deliver these initiatives we forecast improvements in our performance against our targets for new business starts, business growth and ultimately employment. These improvements will significantly improve outcomes for communities as they secure local sustainable jobs.

The drive of the Cambridgeshire Together partnership is for Cambridgeshire to be a leader of the recovery for the local, regional and national economy. Our commitment therefore remains to support and stimulate **a high level of start up of new and development of existing businesses and social enterprises.**

Figures for new businesses registering for VAT/PAYE in the county in 2008/09 are not yet available but whilst we do not forecast performance to match the high rate of 64.5 per 10,000 resident population achieved in Cambridgeshire in 2007, we are still optimistic that our performance will not have suffered to the extent of some of our comparator areas.

We are encouraged by evidence from figures supplied by Business Link East of the increase in business prestart enquiries since the recession began and the stock of VAT registered business, which increased in 2008. Whilst these are positive signs and indicative of the work of our partnership, employment in existing businesses is forecast to have declined in 2008/09 due to the number of redundancies made by local companies in the last 6 months of the year.

Monitoring and management of our performance is in part through close scrutiny of our key indicators particularly the VAT/PAYE registration rate. This indicator was not initially in our LAA. However, given the current economic climate, Cambridgeshire Together added this indicator to the LAA in the 2009 refresh as it felt that it was important to keep a focus on business support and enterprise as a key priority for Cambridgeshire. **PERFORMANCE INFORMATION TO BE ADDED?**

Amongst our many interventions, the CREAM (Cambridge & Rural, Enterprise Advice & Mentoring) project provides disadvantaged communities within Cambridgeshire with the best business support available to help build an enterprise culture with individuals and community groups seeking to develop commercial and social enterprises. Demonstrating our use of resources to target areas most in need, in 2008/09 44 business were helped, creating 53 jobs and 19 new businesses started up and were still trading a year later, and a further 30 businesses were assisted to improve their performance supporting their sustainability and protecting jobs for local people.

Within our priority for economic prosperity, we have strong ambitions to support and develop the **economic well-being of children and young people.** One of our key

measures for this relates to young people continuing their learning and development in a range of settings to support their employment prospects.

There has been a significant increase in the numbers and percentage of young people remaining in learning. This is really encouraging and in December 2007 there were 13,047 (77.5%) 16 - 18 year olds in learning across the county, in December 2008 this rose to 13,842 (80.3%). This increase has helped to reduce the impact of the recession on young people not in employment, education or training. Fenland has seen a significant rise in young people learning 76.7% in March 2009 compared to 74.9% in March 2008 and whilst performance in Fenland continues to improve (April 09 77.4%) the area does still fall below England and statistical neighbour averages. However, we are confident as a partnership that by Implementing National Standards for information, advice and guidance, joint activity through the 14 – 19 Area partnership and the delivery of the September Guarantee will help us to continue to narrow the gap.

Good progress is being made in the development of a 14-19 curriculum. Our schools and colleges are actively engaged in one of the three 14-19 partnerships in the county which are on target to meet the diploma entitlement goal by 2013. Improved arrangements have been made for the strategic management of the 14-19 Strategy at county level. The work of Area Partnership has enabled significant progress to be made at area level. The success rate regarding Diploma bids getting through the Gateway has always been good and the Spring Term 2009 success rate was excellent - one of the highest success rates nationally. We have to wait to see the real impact of these improvements but these success rates are a good indication that the right foundations are being laid.

Partners have set up a multi-agency Education Training and Employment (ETE) Steering group, which is responsible for the delivery of improvement in the number of young people engaged in ETE. This group works specifically for young offenders. The steering group's main focus is to work in partnership to raise education attainment, ensure attainment is accurately recorded and information is shared across agencies. The group compares relevant data, to identify and work with young people at risk of becoming NEET, promote young people returning to mainstream education and develop understanding of agency roles and responsibilities.

#### EVIDENCE OF IMPACT?

Our performance in reducing the percentage of 16 - 18 year olds not in education, employment or training has reached 5.2% in December 2008 against a target of 5% for 2011. The economic downturn has impacted on youth unemployment in Cambridgeshire with the increase mainly in Huntingdonshire and mirroring the situation for adult unemployment in the county. However, Cambridgeshire Together has agreed to develop a partnership bid to the Future Jobs Fund focussing on areas where worklessness is most significant, particularly in Fenland and Huntingdonshire.

The intention is the application will be submitted on 12th August 2009 and the first jobs will begin in November 2009. Awareness of the partnership bid will be raised and promoted to external partners particularly through the Greater Cambridge Partnership via the Investing in Communities Programme. The partnership is developing a "model" for how the Future Jobs Fund could work in Cambridgeshire

(the bid will be ready for submission around mid-August). A key element of the model is trying to make sure that the Fund is accessible to both large and small organisations, enabling a wider range and number of job placements to be offered through our programme. The model tries to address the fact that small community based organisations may not have the resources to be able to offer Future Jobs Fund employees the training and support both required by the programme and needed to ensure job placements are successful both for the employee and the employer. The model also tries to build in the flexibility for larger organisations in the Cambridgeshire Future Jobs Fund partnership.

Other work underway to support career development includes our initiatives to tackle low aspirations careers education has been extended to Primary Schools, with well-attended annual careers conferences taking place in some localities for all year 5 and 6 students. In the Ely Locality a Year 5s Careers Event was held involving 14 Primary Schools (c400 children). 20 local employers devised stalls and activities focused on 10 year olds. Work was undertaken in school before and after the event to focus on aspirations and ideas about work.

In Fenland, an area of high unemployment, partners have worked with the District Council to fund a two year Primary Careers Education Officer Post to pilot, design and trial a career development and raising aspirations toolkit aimed at raising the aspirations of Key Stage 2 children in Wisbech and supporting their transition into secondary education.

Through the use of our research and intelligence we know that NEET is an issue that effects some parts of our county more than others. Through targeted work in East Cambridgeshire and Fenland, we are achieving significant benefits, including reducing the number of Pupil Referral Unit (PRU) Leavers who are NEET across the county. In 2008 the percentage of PRU leavers becoming NEET decreased to 22.9%, compared to 29.3% the previous year, exceeding the target of 24%. This was achieved through the implementation of a Pupil Referral Unit NEET Strategy.

With the exception of Huntingdonshire, there has been a decrease in the percentage of young people with LDD who are NEET. At the end of 2008 8.1% of young people with LDD were NEET compared to 10.1% in 2007. This compares well to the national figure of 11.5% and regional figure of 10.9%. 87.7% of young people with LDD were in EET. This is above the national figure of 76.7% and the East of England figure of 78.0%.

We have strong aspirations for children and young people with higher levels of educational attainment sitting at the core of our vision. Our performance had been significantly above the national average for the proportional of children achieving 5 or more GCSE grades including English and Maths, however this dropped in 07/08 and was highlighted in the annual performance assessment. Our partners challenged themselves about addressing this performance and initiated targeted support for those schools not meeting our challenging targets. Interventions included School Improvement Partner monitoring, National Strategies consultancy support, promoting broader and more relevant curriculum opportunities such as the 'Raising Achievement at GCSE Project'. As a result, the percentage of pupils achieving 5 or more A\* to C including English and Maths is now 53.3%, which is above national and

regional rates and slightly above our statistical neighbours. We know that as a result of this performance those children and young people will experience far more positive outcomes, better employment prospects and quality of life.

There is lower performance at GCSE in Fenland, as measured by the percentage gaining 5+A\*-C including English and mathematics. Performance has improved since 2007 but the rate of improvement was lower than in other areas. Partners are working closely with the three schools where performance is an issue and this brings high levels of consultancy support and additional challenge from School Improvement Partners.

One school is in the National Challenge and is making satisfactory progress according to Ofsted's termly monitoring inspections. Another has been included in the DCSF Gaining Ground initiative, benefiting from additional funding and School Improvement Partner days, and has recently been graded as satisfactory by Ofsted. The third has improved its overall results in 2008 and was also graded as satisfactory by Ofsted on a recent inspection. All three schools suffer from recruitment difficulties and have problems combating low aspirations. However, these schools are committed to transforming learning through the Building Schools for the Future programme and all three have recently improved their leadership capacity.

In developing our priorities for economic prosperity we were careful to emphasise the link between being in sustainable employment and issues relating to aspiration, crime and general health and wellbeing. Our priority has therefore generated specific targeted action to **reduce barriers to employment and enterprise for all.**

#### WERE WE PERFORMING WELL BEFORE THE RECESSION HIT?

The partnership is however faced with a new and significant challenge. The increase in unemployment and the reduced volume of vacancies that have been available since the autumn of 2008 indicates that for most, the barriers to employment have increased. Job Centre Plus vacancies are currently down by between 20% and 35% from a year ago. There are now also many more applicants for the jobs that are being advertised and the opportunities for casual employment have become more difficult.

This has led some to consider self employment where some barriers have been reduced supported by the delivery of free Business Link East enterprise taster sessions, and we have supported others to access bank finance. **SOMETHING ON THE WORK AROUND CAMBS BUSINESS BANK? TAKE FROM RECENT ECONOMIC REPORTS?**

To help us understand our performance we have set targets to reduce the number of working age people on out of work benefits specifically in Fenland, the area where performance needs to be improved the most. We have also set targets for the number of people of working age that are qualified to level 2 or higher, the new business VAT registration rate, the satisfaction of businesses with local authority regulation services and the number of adults taking part in sport. **HOW ARE WE PERFORMING AGAINST THE ACTION PLAN AND THE PI?**



Our performance to date in helping people of working age people on out of work benefits in Fenland is currently on target with 6.6% of people claiming benefits against target of 11.8%. However, we forecast that the lag in data means when we catch up with data for 2008/09 we expect this to be below target as a result of the economic downturn.

The **Boathouse**, a prestigious new managed office development in the market town of Wisbech. Situated within the riverside quarter, this dramatic and impressive landmark building has been designed to exceed modern business demands whilst creating the perfect location for local, national and international businesses. Overlooking the marina, this award winning development also incorporates a modern style cafe which opens up onto a landscaped plaza square providing an ideal meeting point for both clients and staff. The Boathouse offers one of the most exciting new office developments currently available in Cambridgeshire.

The **Creativexchange** located within the grounds of Longsands College in St Neots was opened in November 2009 providing space and support for Creative Industries, incorporating incubator units and flexible workspace, leading edge ICT infrastructure and a range of community facilities. The Creativexchange was developed through a collaborative multi-agency partnership to deliver new jobs, skills and business growth into an area with pockets of high deprivation, social need and growth area challenges. The Centre is delivering real outcomes, supporting and fostering the start-up and growth of new businesses, providing employment and acting as a creative beacon in an area of relative deprivation.

In some communities, low educational attainment and poor basic skills levels combined with a culture of low aspirations limit opportunities. Working in partnership with local people, "Learning Communities" are being established. The Learning Communities unlock talent by fostering enthusiasm for learning, raising aspirations and developing skills required by local employers. The project brings together all parts of the community with the wider partnerships to achieve this. It strives to link residents, schools and other providers, employers and other key community members with local support agencies and provider networks. We've had some real successes in 2008/09 with 54 people assisted to get a job, 234 people assisted in skills development with 116 adults gaining basic skills as part of Skills for Life Strategy and a further 35 adults supported in gaining a full level 2 qualification.

During the economic downturn we are more committed than ever to support communities in developing their skills to help their current and future employment prospects, as well as supporting our businesses to be productive and be leaders of the recovery.

Highlighting our commitment to supporting vulnerable groups we have delivered the Romsey Mill project which engages with hard-to-reach young people who have struggled with school, work and education, had difficult backgrounds or may be young parents. By nurturing key life and vocational skills in areas such as literacy and IT the Romsey Mill programmes give individuals the confidence and capabilities to participate in the community and progress to the workplace. In the last year we have supported 65 people to find work and more than 350 people have developed

new skills which led 20 people to gain basic skills as part of Skills for Life strategy. This has profound impacts on the quality of life of those young people, improving their life chances and wellbeing.

Stimulated by our understanding of the impacts of the recession, we are also delivering a range of initiatives that are supporting people back into work or helping up-skill our existing workforce, safeguarding employment and boosting business productivity, these include:

- Job Centre Plus commissioned Pathways to Work Programme delivered by Reed in Partnership helping those on benefits into employment
- Integrated Employment and Skills Programme involving JobCentre Plus /Nextsteps and providing skills assessment for those on JSA
- Job Centre Plus recruitment subsidy of £1000 to employers to recruit unemployed staff
- Partner participation in the Skills Pledge and Train 2 Gain programmes
- Roll out of learning communities to Eynesbury, Chatteris and Oxmoor
- Provision of Learning Centres in Ramsey and Wisbech to stimulate learning by the disengaged

## **Environmental sustainability**

To deliver sustainable communities we need to meet the needs of the present without compromising the ability of future generations to meet their own needs. 2008-09 has been a transitional period, with the Cambridgeshire Climate Change Partnership (CCCP) formalising new partnership working arrangements, forming as the Environmental Sustainability partnership and getting to grips with tackling climate change, waste and environmental improvements.

But during this period of structural changes and developments, we have still delivered numerous energy, transport and awareness projects working with different sectors from householders to local business. These are generating good results and outcomes supporting our work on **adapting to and mitigating the effects of climate change** as well as acting as demonstrations of the scope for added value by working together on carbon reduction initiatives.

Through our performance management systems we know that not all of the adaptation targets have been met by all of our partners. However, the partnership has worked together successfully to commission a Cambridgeshire Climate Impacts Profile, and this will support individual authorities, and other organisations, to develop their corporate response to climate impacts in the coming year. A well received event to begin expanding opportunities for partnership working on climate change beyond local authorities was held in March 2009, laying the foundations for future improvements.

## **CARBON EMISSIONS**

To develop the low carbon economy, a major project called "the hive" is developing an enterprise and education centre for the future. Work to influence development plans to increase uptake of renewable technology is ongoing, working alongside

## local planning authorities and Cambridgeshire Horizons. **COULD WE MAKE A CASE STUDY WITH EXAMPLE OF OUTCOMES**

Research has been undertaken to establish local opinion on renewable energy in Cambridgeshire. This is helping to further develop innovative projects, such as the SmartLife project, which includes a local development of energy-efficient homes in conjunction with BRE.

The Huntingdonshire District Partnership has been involved in a project of retrofitting two homes as exemplars of energy and water efficiency, home security and fire safety in partnership with the Police, Fire Service and Environment Agency. Two houses that are typical of the housing stock in Hunts have been purchased, retrofitting work will begin shortly and once completed the homes will be used as an educational tool for the community.

Good progress has also been made in responding to outcomes of Pitt Review with development of a new flood risk programme led by the County Council, but crucially involving all key partners in local government and the environment sector. The work of the programme will be firmly linked to the LAA framework and to its strategic themes of Environmental Sustainability and Safer and Stronger Communities.

The workstreams in the Programme will be developed and implemented through a number of highly focussed multi-agency sub-groups.

It is envisaged that each sub-group will report into a Flood Management Group, which is responsible for co-ordinating work programmes and monitoring performance. This group in turn is accountable to the Cambridgeshire Flood Strategy Group, which sets the strategic direction of the whole programme.

Our commitment to the **efficient use of resources**, remains one of our key priorities. We are proud that Cambridgeshire continues to be among the national league leaders in terms of recycling performance. Waste generated by residents of the county is also showing a downward trend. **NEED TO ADD SOME DISTRICT LEVEL PERFORMANCE? EXAMPLE OF WHAT WE DID AND ARE DOING?**

**N191 – 193 waste. County level performance all meet target and up on last year. DC data is coming through & can update.**

To maximise the resources our partnership has allocated to environmental sustainability, our RECAP partnership projects are becoming even more intelligence-led. Several data-based projects have helped us to target the delivery of our campaigns, with enhanced use of data planned for the future. For example, GIS mapping of waste and environmental attitudes down to the individual household; 'Low Performing Areas' project that will focus campaigns effort on pockets of low recycling performance within Districts; and waste composition modelling - indicating the waste types that residents are not recycling.

We have also ensured active participation in the Local Authority Carbon Management Programme to enable the County Council, Huntingdon and Fenland District Councils to work together to measure their carbon footprint, identify priority

areas for investment to help meet ambitious carbon reduction targets. [WHAT ABOUT THE OTHER DISTRICTS AND PARTNERS? ADD PERFORMANCE DATA.](#)

In 2003, only 34% of homes in Fenland were served by any recycling service and even then there were several different schemes in operation. This resulted in poor customer satisfaction and poor performance. Consultation with the public revealed efficient waste and recycling was important to them therefore partners successfully applied for £1.4 million of central government funding from the DEFRA Waste Minimisation and Recycling Fund to fund a new three stream waste and recycling service.

The innovative Getting It Sorted three bin waste and recycling scheme has resulted in the area now having one of the highest recycling rates in the country. 54% of waste is recycled and composted, compared to 8% in 2003. The key to success was listening to customers and as a result providing a weekly collection of food waste and an alternate weekly collection of recyclables. Good communication and consultation with customers from the beginning has been the key to the scheme's success, and has resulted in Fenland not experiencing the problems of other areas introducing three bin schemes.

The Getting It Sorted project has been complimented by the introduction of a school recycling scheme. In partnership with 29 local schools and Cambridgeshire County Council, Fenland has combined the provision of wheelie bins and a collection service with classroom talks from our recycling officers on the benefits of recycling to local school children. Also, in response to customer feedback, the Council has also launched a popular 'kitchen caddy' scheme to encourage greater composting of kitchen waste.

High standards have been embedded within the waste and recycling team through training and development. This has included providing opportunities for staff to undertake certified qualifications. 100% of the waste and recycling team along with all of the street cleansing staff were presented with their NVQ level 2 certificates from the Chief Executive at a celebration event.

As a result of the interventions, not only have we achieved a 54% recycling and composting rate, but satisfaction with the 3 bin scheme is high and has bucked the national trend despite negative press coverage of alternate weekly collections. Customer satisfaction is top quartile with waste collection at 84% and waste recycling at 76%. We are proud that our work as resulted in 100% of households receiving a kerbside collection of recyclables and additional strong outcomes for the waste, recycling and street cleansing team, all of which have been supported to achieve NVQ level 2 qualifications.

**NI 185 and 186 delay in data – need 'local' assessment.**

Further resource efficiency and sustainability activity is linked to climate change promotions by the local authorities, with awareness raising on water, energy and consumption through community outreach projects and events. [ARE THESE MAKING A DIFFERENCE?](#)

Work has continued to deliver **attractive and healthy environments** with the Green Infrastructure Strategy which is now being reviewed to cover the whole County and to link more closely with other Strategies, including the LAA. Highlights include completion of year 1 work for the Cambridge Green Necklace, Fen Drayton Lakes and St Neots Green Infrastructure projects, funded through HGF.

The Year 1 target for the management of County Wildlife sites has been surpassed. However, concerns remain about achievement of targets in future years, as the County Wildlife Sites Project does not have secure funding beyond 2009-10. It is also likely that improvement in future years will be more difficult to achieve, as the easier sites have been dealt with; an issue to be addressed by our partnership.

To deliver **a consistent and reliable transport system with reasonable journey times with minimised congestion** is an important priority for the county.

Sustainable travel milestones include the designation of Cambridge Cycling city and the opening of Cambridgeshire Guided Busway between Cambridge and St Ives late summer 2009. During the year, all bus operators with services entering the centre of Cambridge have signed the new Cambridge City Quality Bus Partnership which aims to improve air quality, bus services, use of limited bus stops and customer service. By February 2009 88% of all buses entering the core area of Cambridge City Centre were Euro II compliant against a target of 90%. As a result of our interventions local bus passenger journeys increased to 24,336,622 against a target of 20,850,000.

Partners have identified and agreed action to secure improvements to air quality in the Air Quality Management Areas in the South of the county.

## Equality and inclusion

Cambridgeshire is a relatively affluent county, but we know there are pockets of deprivation and our priority to improve equality and inclusion highlights the commitment of Cambridgeshire Together to ensuring that we improve quality of life for everyone who works, visits and lives in Cambridgeshire. Through our understanding of our communities, we know that the percentage of people who rate themselves as having good or very good health is high across the county and older people expressed a high level of satisfaction with both their homes and neighbourhood.

Based on our understanding of our evidence base, we have prioritised **equality in health for all communities**. We have continued to focus on improving health and wellbeing, helping people to live longer, healthier and happier lives. This has resulted in targeted work with communities where poorer health outcomes exist. The Audit Commission reviewed Health Inequalities in Cambridgeshire and supported the development of our action plan in 2008. We have made strong progress in delivering our action plan which has been performance managed by the Health and Wellbeing partnership, reporting in to Cambridgeshire Together Board.

As a result of our understanding and prioritisation of health inequalities, we have delivered a range of initiatives including our new Travellers' Health Team, increased health professional support for Looked After Children and young offenders, community programmes for weight management with a focus on deprivation and a health trainer programme in our most deprived wards.

Through our work, in Fenland we piloted 'fit for the future' where adults and older people were encouraged and supported through obesity care pathways, 280 people have successfully completed the programme with more than 29% of those people losing 5% of their total weight vesting improving their health and quality of life. **NEED MORE EVIDENCE AND EXAMPLES ESPECIALLY OF NARROWING THE GAP**

We have learnt from many of our initiatives and continue to improve our service delivery. The countywide partnership to prevent and address childhood and adult obesity involves the NHS, County Council and District Councils. Our obesity strategy and action plan is being delivered with a range of evidence based interventions. **IMPACT?**

Partners across the partnership are working together to deliver our Travellers Health Strategy. Travellers have significantly poorer health outcomes and life expectancy is up to 12 years shorter than the rest of the population. Evidence shows that traditional models of healthcare are not effective so we are using a community development approach working alongside the travelling community, building trust and confidence and providing access to a range of mainstream services including preventative health care; as part of the ongoing innovative approach we are delivering, we aim to recruit health trainer from within the travelling community. **IMPACT?**

We have developed a range of initiatives where partners are working together to coordinate healthy living activity in Wisbech. These initiatives were developed in response to our understanding of the nature of health inequalities in the area and as

such we have set ourselves challenging targets to increase the number of people who stop smoking and reducing the number of children and young people overweight.

Our work has extended to involve the local NHS to pilot community health initiatives for the most deprived fifth of medium super output areas across the county. The initiatives include widening access to treatment for heart disease risk factors through engaging communities with Health Trainers, we forecast this will reduce mortality rates amongst males from 707 per 100,000 to 686 per 100,000 in 2010/11 and from 523 to 510 per 100,000 by 2010/11 for women.

Our interventions are working. Our latest data for all age all cause mortality rates for men and women are on target to achieve Vital Signs targets, and mortality from circulatory disease and cancer is significantly better than the national average.

Given some of our health challenges and our aspirations for children and young people, we have an added focus on **supporting children and young people to be healthy**. This work covers a range of health issues including tackling the parts of the county where teenage pregnancies remain high, tackling obesity and healthy weight challenges, as well as encouraging more children and young people to be engaged in positive activities which are good for their emotional health and wellbeing.

Health inequalities related to obesity are predominately in Fenland, where at 19.1% childhood obesity levels are above the county and national average. Partners have established an implementation group in Fenland to drive local interventions including the MEND childhood obesity weight management programme. We have delivered 3 programmes in Fenland with 25 families participating. Partners have also directed resources through pledge monies to fund an adult weight management scheme in Fenland, as the evidence indicates that childhood obesity needs to be tackled in the context of adult obesity.

The 2007 teenage conception rate was 26.7, which is below the national rate of 41.7 and statistical neighbour rate of 33.1. However, this represents a slight increase from 26.3 in 2006, mirroring a national rise in teenage conception rates. The rate of decrease is 15%, which is off the trajectory to achieve a 45% reduction by 2010/11. Partners have delivered a wide range of initiatives to help get back on target with our reductions and overall direction of travel with teenage pregnancies. A well-established CCard scheme now operates at 75 sites across the county, compared to 31 in 2007/08. Identification of gaps in CCard provision is currently taking place to target geographical locations. Training has been offered to GP practices and Pharmacies.

Targeted work is undertaken in the areas of high conception. In Fenland, the area of highest conception, rates have fallen by 25.6% since 1998. This is excellent progress and has a significant positive impact on outcomes for young people in the area. We are not complacent however and we know that whilst we have made strong progress, the 2007 rate of 39.0 remains above the county average. During 08/09 funding was made available address the inequity in access to sexual health services for young people in the Fenland area. An additional session has been introduced at the sexual health clinic in Wisbech and an additional school nurse trained in sexual

health and family planning was commissioned to provide extra school based sessions and conduct a needs assessment. The outcome of this assessment is to commission a senior nurse who will expand school based services, in addition to offering extended services at the March Young People's Clinic.

Our partners have been actively working together to help reduce the number of people who smoke in Cambridgeshire. Our interventions are making a difference, with adult smoking prevalence in 2008 at 15.6% compared with our forecasts of 22%. This was the lowest rate in any area of the east of England and well below the national average.

Given the number of adults who smoke across the county, we have been increasing our efforts to work with children and young people to prevent them from starting to smoke. Our Health Related Behaviour Survey results for 2008 show that we are making a difference with a downward trend in the percentage of young people who are regular smokers (i.e. smoked within the last 7 days) decreasing from 22% in 2002 to 12% in 2008.

Our partnership has a strong and developing understanding of the needs and preferences of our different communities of interest including how we guarantee **appropriate access to services for all communities**. We have been working together to ensure the needs of migrant workers and their children are addressed by focusing on improving language skills and information, advice and guidance with regard to accessing services and understanding the roles of various agencies. **CAN WE PROVIDE SOME EXAMPLES AND EVIDENCE OF HOW THIS HAS HELPED IMPROVE OUTCOMES FOR MIGRANT WORKERS AND THEIR FAMILIES?**

Following strong political leadership the G2G card scheme has been extended for a year with a subsidy of £15. At the end of quarter 3 the G2G card had been used at least once by 85% of the young people it had been issued to, with approximately 50% of the subsidy taken up. Our information shows that the scheme is being well used in Cambridge, Huntingdon and St Neots, reflecting the range of positive activities available to young people in these areas. Use of the card has been lower in other areas, often reflecting more limited access to opportunities, which is also reflected in some of our consultation evidence. However, usage is increasing across the whole county, helping improve outcomes for young people of all backgrounds.

## **NEED BROADER SECTION ON OLDER PEOPLE**

**Older, vulnerable and disabled people are able to lead independent lives** through the services we provide, not only through statutory health partners, but as a result of our partnership-wide responsibility and commitment to independent living. Our partnership has continued to focus on supporting people and has successfully maintained low admissions to residential and nursing homes, performance information which helps us know we're making a difference to peoples' quality of life. Through a range of initiatives across the county, we are exceeding our targets for delayed discharges and are continuing to increase capacity for further improvements.



With specific reference to older people, we deliver a wide range of positive and engaging activities. A partnership with libraries and councils delivered the EngAGE and Readercise projects building on other schemes to increase opportunities for older people offering everything from T'ai Chi to new age curling and armchair exercises. Partners in Cambridge City have extended Cambridgeshire Age Concern's "Handy Man" scheme in the City so that 300 elderly people can receive support to live independently in their own homes helping improve outcomes for those older people.

### ANY PERFORMANCE INFO RE OUTCOMES?

We know we're making a really positive difference. We've had excellent feedback from some of our service users and through our close engagement of older and vulnerable people, we've been able to redesign or develop new services to meet individual needs.

**CASE STUDY:** At the Carers Conference in November 2008, a former Young Carer highlighted the need for different, specialised emotional support strategies for young carers who have reached age 18. This has now been included in the service specifications for our new Carers Support Group Service which shows how we can adapt service design through consultation and engagement, resulting in a better quality service being delivered and better outcomes for communities.

To help improve the availability of skilled and experienced workers for people with care needs, we developed Slivers of Time a web-based recruitment package providing a database of people, their skills and availability for flexible working for those with caring responsibilities, lifestyles or health issues which they can cope with. The initiative supports the market of providers by enabling employers to meet short-term demands by employing temporary staff quickly and efficiently. It also enables employees to sell their time by the hour at times suitable to them and in 2008/09 27 people were supported to get a job and into paid employment and 11 businesses were helped to improve their performance.

## Safer and stronger communities

### Section also on how we're working together to tackle the CAUSES of crime

Partners have been working together through our new Safer and Stronger Communities partnership to understand the nature and tackle the causes of crime across Cambridgeshire with a strong focus on creating strong communities.

**Domestic violence is the most common form of violence in rural areas in Cambridgeshire.** Partnership working around domestic violence has been strengthened over the last year. The Domestic Violence Partnership has been restructured to strengthen our clarity of focus with a new three year strategy and action plan. At a local level, district based task groups have been re-launched to ensure consistency of standards and practice with interagency service delivery around the domestic violence agenda. **OUTCOMES?**

We have been working hard to increase the amount of reporting of domestic violence, as domestic violence is often under reported. Multi-Agency Risk Assessment Conferences (MARAC) are well established, with good engagement from all partner agencies. Activity levels within MARAC continue to grow year on year. For 08/09 271 high-risk cases (involving 423 children) were considered. The percentage of referrals that were repeat referrals was 28%, which is in line with the national average.

A priority for partners has been to reduce the rate of youth re-offending. A range of initiatives has resulted in a 3.3% drop in re-offending for the Jan –March 08 cohort, in comparison with the 2005 baseline, although data is yet to be validated.

The Intensive Supervision, Surveillance Programme (ISSP) is routinely offered to young people who are at risk of custody and meet key eligibility criteria; this offers structured intervention focusing on addressing offending behaviour and returning young people to education, employment or training. The ISSP makes highly effective use of Multi Systemic Therapy and has one of the highest completion rates in the country, 71% compared to 61.3% nationally. So far as the non-offending cases are concerned MST has been able to prevent young people being placed outside the home and has been instrumental in reintegrating young people back into education. At the end of the intervention in nearly 50% of the families, no further services or agencies were involved, and of the remaining families, in 75% of the cases there was a decrease in frequency and intensity of the services. Overall, most caregivers were satisfied with the MST service and felt supported and encouraged by the MST worker. Out of 48 cases, the MST outcome was successful in 21 and part successful in 21 (period Dec 03 and May 07). Building upon this success, YOS are assisting the Department of Health in developing 10 new pilot sites for MST for emerging personality disorder. The successful use of MST has also led to Cambridgeshire being selected by DCSF and Department of Health establish a pilot project for Multi Systemic Therapy (MST) for children who have been abused and neglected. This success is based on the highly effective development and previous use of MST by the authority. The pilot will be the first service for abused and neglected children in the country.

Action is taken to prevent offending and reduce re offending with a 13.6% reduction in 2008/09 in levels of first time entrants compared to our baseline. Partners continue to support the prevention of first time offenders through the funding of parenting workers, support for Youth Inclusion Support Panels, arts work, a prevention post in Huntingdon, a volunteering programme and Restorative Justice work in residential units. Additionally, The Police are training staff to develop Restorative Justice Disposals to reduce the number of first time entrants into the criminal justice system.

### **NEED MORE ON TACKLING ANTI-SOCIAL BEHAVIOUR AND SAFER**

**COMMUNITIES** Partners in Cambridge City have focused on working with local children and schools in the City to raise awareness about the effects of anti-social behaviour and what they can do to reduce it. Targeting work with young people in the City at risk of committing anti-social behaviour.

The percentage of people who perceive drunk or rowdy behaviour or drug and drug dealing as a problem in their local area is very low across the county at only 22.9% and 23.9% with the perceived levels of these problems being exceptionally low in South Cambridgeshire at only 8.8% and 13% respectively, however, we know that perceptions of both problems are higher in Fenland at 32.4% and 31.9%.

There is a high perception of anti-social behaviour across most of the County with Fenland having the worst levels and only a quarter of residents feel that the police and local services are successfully dealing with local concerns over this and other crime issues. South Cambridgeshire and Huntingdonshire came out with better perceptions of the levels of anti-social behaviour, however the percentage of people who agree that local services and the police are dealing with their concerns remains similar to the County average of 25%. It is also revealed that many residents do not feel that their views are sought in regards to anti-social behaviour and crime issues with the County average being 25.3%.

### **NEED STATEMENT HERE ABOUT WHAT PARTNERS ARE PLANNING TO DO**

The CrimeBUSTer project was launched in January 2009 and is a new partnership community safety vehicle that we have created to deliver a programme of projects across the district. Surgeries will run from the vehicle in 19 rural village locations at least four times a year, to promote community safety and reduce fear of crime.

The Council and the Police have worked very closely together to implement a Dispersal Order in Wisbech. Fenland have played a key role in helping young people identified by Cambridgeshire Police through the Dispersal Order by offering discounted activities at Fenland leisure centres. The results of this project in reducing fear of crime in Wisbech are clear with a 23% increase in the number of residents who felt safe at night, a 12% increase in the number of residents who felt safe in the daytime. Furthermore, 16 young people made 84 visits to the Hudson leisure centre in Wisbech during a 6 week period. Furthermore, these young people have not had any further contact with the police.

We have many more examples of partners working together to tackle issues identified by the community. Reducing the number of people killed or seriously

injured on our roads is a major priority in parts of the county and partners have developed a jointly owned strategy with Cambridgeshire Constabulary, Cambridgeshire County Council, Cambridgeshire and Peterborough Public Health Network, Anglia Support Partnership, the Highways Agency, MAGPAS (Cambridgeshire's Immediate Care Charity), Peterborough City Council and the Cambridgeshire Fire and Rescue Service.

The issue of road accidents was identified by communities and driven by political leaders with Cllr Bradney, then Chair of the Cambridgeshire and Peterborough Road Safety partnership playing a particularly strong community leadership role. As a result of our co-ordinated and joined-up work, we have achieved further reductions in deaths and serious injuries and child deaths and serious injuries, recording the lowest total ever recorded for people killed or seriously injured, moving from a 2007 baseline of 418 incidents to 368 in 2008/9, exceeding our target.

People with different backgrounds feel included and form valued members of the community with on average 79% of residents feeling this way. However, the picture is quite mixed across the county with 61.9% of people agreeing that people with different backgrounds get on well together in Fenland but this could be due to the demographic make up of Fenland communities and the rural isolation between different groups of residents.

"Partnerships are developing well to promote community cohesion, social responsibility and participation across all groups, supported by initiatives to bring children, young people and families together." - Nada Trikić, Ofsted HMI

Across our partnerships we are making progress in identifying and tackling the gap in performance for communities of common interest. To highlight our progress and direction of travel, we have strong evidence of improvement identified by an Ofsted survey which highlighted good practice in promoting equalities. "The council ensures that as far as practicable, specific support is provided to Gypsy and Traveller families to ensure children and young people to access and sustain educational placements"

Through our Team for Traveller Education and PSHE Service we are working well with schools to develop a personal, social and health education curriculum which promotes greater understanding of the Gypsy, Roma and Traveller heritage. Guidance for schools places appropriate emphasis on provision for Gypsies and Travellers. Ofsted confirmed that "the TEE has made effective use of funding to produce an excellent and wide range of resources for schools and for families in order to promote and support educational achievement. The team has been highly successful in engaging with the community to develop these"

Our work with Travellers is wide ranging and includes a suite of countywide initiatives. One programme of activity for example includes a peer education programme to complement the Travellers Health project in South Cambridgeshire and Cambridge City which engages with Traveller families at the roadside and at sites to recruit and train members of the Traveller community in health issues.

**IMPACTS?**

## ADD SECTION ON FEEDBACK FROM EQUALITY REVIEWS

### Describe progress in community engagement

In the next 12 months, we will be making more decisions at a local level and improving opportunities for community engagement through the introduction of our new neighbourhood management structure. This will be made up of Neighbourhood Boards, centred on the needs of people in Chatteris, March, Whittlesey, Wisbech and our rural villages. The Boards will be responsible for devising area action plans, and may use delegated funding to deliver key local priorities. Each neighbourhood board will establish forums to provide residents with an opportunity to directly influence priorities and service delivery, not only of Fenland District Council, but also of partners such as the Police, County Council and the Primary Care Trust.

### How well councils and their partners know and engage with their communities, including children, and understand the needs of vulnerable and marginalised groups;

There are many examples of how partners including County, District and City councils know and engage with communities across Cambridgeshire both as individual organisations and as partners. For example to help build our understanding of health needs of our community, including children, adults, older people and vulnerable groups, partners worked closely together to develop the Joint Strategic Needs Assessment. With strong leadership from NHS Cambridgeshire, the JSNA covers a range of issues with community views about local health and wellbeing at its heart. The JSNA articulates the different health needs of different groups across Cambridgeshire and identifies inequalities where they exist and now forms a key part of our commissioning strategies as a partnership.

The JSNA has highlighted many issues which have then translated into action. For example, the JSNA highlighted the needs of older people with dementia in the Cambridgeshire community. This has led to targets being set and resources being allocated to drive commissioning of new services for older people.

There are similar examples in our work with Children and Young people and we have even received strong external validation of our work from Ofsted who, following an investigation of our approach commented "[Cambridgeshire] has a strong understanding of the diverse needs of its changing communities and shows great commitment and drive in challenging and addressing inequalities." Nada Trikić, Ofsted HMI.

### The effectiveness of local partners in coordinating community engagement and communicating the impact on their decisions

All partners in Cambridgeshire Together take the involvement and engagement of communities in the design and delivery of services as an integral part of our business. Working within our own organisations we can point to a number of excellent and award winning examples of community engagement. But the

partnership has also taken steps to move forward with joined-up and co-ordinated community engagement.

There are some examples of the partnership working together to engage communities, from the development of the Cambridgeshire vision or the Big Plan, our Children and Young People's plan to ... [NEED EXAMPLES](#)

We recognise that we are on a journey and we've made some great strides forward in the last year with the development of our draft Community Engagement Strategy. This strategy, led by the County Council has been shaped and developed by close involvement of key partners across the partnership. Being taken forward through our Safer and Stronger Communities Thematic Partnership, we've strong plans to improve the integration and co-ordination of our community engagement activity.

### [Encourage empowerment, giving people a greater sense of influence over local decisions](#)

We have ambitions to encourage empowerment and giving our communities an ever greater say over local decisions. However, the Place Survey highlighted this as an area in which we are not performing as well as we would like. Levels of civic participation are relatively low and on average only a third of residents feel they can influence local decisions with this dropping to less than one in four residents feeling this way in Fenland. South Cambridgeshire residents are the most active in terms of civic participation with 20.7% taking part in the last twelve months. This drops down to just 10.7% in Fenland compared to the County average of 15.2%.

In response to our performance we have looked at new Government drivers around community empowerment, and as a result our partnership has initiated pilots for participatory budgeting. As a new area of work for Cambridgeshire, we wanted to test different approaches to find what works best for Cambridgeshire, rather than simply applying 'off the shelf' models. Partners including Huntingdonshire District Council, Luminus Group and Cambridgeshire County Council are working in partnership to pilot participatory budgeting in two areas of Huntingdonshire. The specific areas are the Oxmoor in Huntingdon and Eynesbury in St Neots. Partners have allocated £50,000 for each of the two pilots and in each area, power will be devolved to the community to decide how the money is spent on community projects.

The two areas will experience two different models of PB. A "community chest" model is preferred for the Oxmoor, allowing local groups to bid for a share of the overall sum and the community to decide which projects are taken forward. Eynesbury will experience a "mixed model", in which the community chest idea is broadened to allow mainstream service providers to bid for funding as well as local community groups.

We've put strong evaluation mechanisms in place to look at the effectiveness of our two models and we expect not only to deliver better outcomes for communities through the pilots, but to develop a 'Cambridgeshire model' to participatory budgeting that together partners will roll out across the county.

Our recent journey has been successful, with our partnership progressively moving forward and delivering real improvements for people on the ground. Governance structures and processes have been put in place, Thematic Partnerships are delivering and the partnership is maturing and working better together.

We are making strong progress in delivering our challenging growth agenda and despite the economic downturn, Cambridgeshire's economy is holding firm and will very much be a leader of the national economic recovery. There are many areas of our work which we feel are genuinely innovative or exceptional; from our excellent practice in working with Gypsies and Travellers around health and education to our approach to managing growth, economic development and environmental sustainability.

Yet we are self-aware and know we have many areas in which we want and need to improve. We have started out on our journey as a partnership to work better together, and build on the individual success of partners in tackling inequalities, particularly in the north of the county. We are confident that we have the right foundations in place and over time we will be able to demonstrate impacts and outcomes for communities. We are setting out on our journey to join-up our community engagement activities. There are many stunning examples of community engagement, empowerment and involvement around the county, our new strategies set out how we will bring this together.

Yet it is the new direction in which our partnership is travelling that we feel captures the strength and sense of shared purpose that is Cambridgeshire Together. In implementing our Making Cambridgeshire Count initiative, we are reshaping for faster and stronger delivery of better outcomes for communities, making even better use of our collective resources and driving up improvements to quality of life. Striving to achieve the transformation of public services to better serve the individual choices and voices of our communities is the clear direction laid down by the Cambridgeshire Together Board and Public Service Board.

Cambridgeshire Together is improving well, working together to improve quality of life.