

Annual Report 2008-09

What we achieved for you and your
community in 2008-09

Welcome to our Annual Report 2008-09



Welcome to Cambridgeshire County Council's Annual Report for the financial year 2008-9. I am pleased to say that we have had another successful year. Our services continue to improve year on year when measured against our plans and national benchmarks. We continue to be one of the most efficient Councils in the Country, which means that we are in a strong position to deal with the current economic uncertainties and their likely impact on public spending in the next five years.

I am very proud of our achievements. In addition to improving exam results, offering better services to vulnerable people and maintaining one of the highest rates of recycling in the country, we are pressing ahead with further improvements. We've just opened a totally transformed central library in Cambridge, developing a new library in Huntingdon and completed the £42 million Mechanical Biological Treatment plan for waste in Waterbeach. We were also voted the Transport Authority of the Year and received a 4 star rating for our website.

The new, tougher inspection regime (Comprehensive Area Assessment) also judged us to be performing well. See web link below for more details:

<http://oneplace.direct.gov.uk/infobyarea/region/area/localorganisations/organisation/pages/default.aspx?region=50&area=324&orgId=1081>

This report provides an outline of what we achieved last year against our objectives and priorities. These objectives and priorities reflect what you, our partners and Government need and want from us. The report also refers to our longer track record of success, gives you a summary of how we have spent your money and provides a brief outline of what statutory inspectors think of the Council.

Whilst we have achieved much in the past year, we are not complacent and will continue to work hard to achieve greater efficiencies, further improve services and provide value for money in years to come.

*Councillor Jill Tuck
Leader of Cambridgeshire County Council*

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What does the County Council do for me?

We are one of several public bodies that provide services across Cambridgeshire. Under the title 'Cambridgeshire Together', we have continued to work closely with all our major partners to ensure we deliver the services you need. This annual report focuses on the services that are the sole responsibility of the County Council and include:

Children's Services	Education
Libraries and Heritage	Strategic Planning
Adult Social Care	Trading Standards
Roads and Traffic	Waste Disposal
Environment	County Farms Estate

In 2008-09 Cambridgeshire spent £394 million (excluding schools) of revenue money on services and spent £148 million of capital money on schools, roads, other facilities and IT. Council Tax provides £209 million of our £394 million revenue funding; the balance is received from Government through grants.

We delivered services to a population of over half a million people, including nearly 78,000 schoolchildren and over 6,000 older people. We handled 294,000 tonnes of domestic waste, maintained over 5,000 miles of road and footways, and saw 2.6 million visits to our libraries.

Building on the past, planning for the future

Our approach to delivering improved services is built upon our Vision, Service Delivery Principles and Strategic Objectives. These are informed by what you and our partners tell us is important through various public consultation exercises and events.

Our Vision

The Council has a simple but ambitious vision. We want to create communities where people want to live and work: now and in the future. In 2008/09 we identified a number of strategic objectives that were prioritised to help us achieve our vision. To ensure we worked to the highest possible standards we also set out a number of service delivery principles.

Strategic Objectives:

1. Enabling people to thrive, achieve their potential and improve their quality of life
2. Supporting and protecting vulnerable people
3. Managing and delivering the growth and development of sustainable communities
4. Promoting improved skill levels and economic prosperity across the County, helping people into jobs and encouraging enterprise
5. Meeting the challenges of climate change and enhancing the natural environment

Our Service Delivery Principles

- Delivering high quality effective and efficient services
- Listening and being responsive to the needs of Cambridgeshire communities
- Working in partnership to achieve a shared vision for Cambridgeshire

In the following sections we outline what we have delivered against our objectives and the targets we set ourselves for 2008-09.

Details on our new vision and objectives are set out within our 2009 Integrated Plan and can also be found at the link below:

www.cambridgeshire.gov.uk/council/policies/integratedplanandpolicyframework.htm



Strategic Objective:

Enabling people to thrive, achieve their potential and improve their quality of life

This Council objective is led by Councillor Harty, Cabinet Member for Learning, Councillor Curtis Cabinet Member for Children, Councillor Fred Yeulett, Cabinet Member for Adult Social Care, Health and Wellbeing and Councillor Sir Peter Brown, Cabinet Member for Communities.

We want to ensure that everyone has as high a quality of life as possible, with the opportunity to fulfil their potential and to feel safe. Our aim is to ensure that there is fair and equal treatment by all local services, promoting the involvement and inclusion of all people regardless of gender, ethnicity, age, sexual orientation, religion or faith, disability or where they live in Cambridgeshire.

What did we do?

- We launched self directed support for people with a learning disability, and the Carers' Emergency Respite Scheme, both of which enable individuals and their families to remain independent, improve their quality of life and reach their full potential.
- We put in place a countywide strategy for tackling childhood obesity and appointed a co-ordinator to take this work forward.
- We started a programme of test purchasing to measure the percentage of 'problem premises' selling cigarettes to under 18s.
- We launched a dedicated community website, www.cambridgeshire.net, to allow community and voluntary organisations to promote their activities and upload information about themselves for use by the whole community.
- We successfully launched the G2G card which enables 2000 young people in receipt of free school meals, or looked after by the Council, to access positive developmental activities such as dance lessons and horse riding.
- We have improved two of our largest and busiest libraries in Cambridge and Huntingdon.

- We became a 'play pathfinder' enabling us to develop an adventure playground in Wisbech Waterlees Ward and develop 29 play spaces across the County. Round one of the play spaces funding has allowed us to develop 11 sites already, creating further play opportunities for nearly 9000 children.
- We introduced a Nationality Checking Service, which enables potential new citizens to have their applications for citizenship and supporting documents checked and copies sent to the Home Office by secure mail, enabling applicants to retain their important documents such as passports.
- We refurbished our Cambridgeshire Register Office to a high standard, improving facilities for customers and employees, and developed a new Registration Office in Huntingdon.

How well do we do it?

- The level of young people getting at least five A*–C GCSEs including Maths and English increased by 0.2% to 53.5% in 2008.
- We have reduced the number of children killed or seriously injured on our roads.
- We increased the number of young people participating in youth service activities.
- We registered 8448 births and 5066 deaths.
- Conducted 1652 marriages and 63 civil partnerships.



Strategic Objective:

Supporting and protecting vulnerable people

This Council objective is led by Councillor Curtis, Cabinet Member for Children and Councillor Fred Yeulett, Cabinet Member for Adult Social Care, Health and Wellbeing.

We want to ensure that all vulnerable people are supported to live independently, take advantage of community facilities and contribute to their local communities as much as they wish. We will achieve this by working to safeguard our vulnerable children and adults, ensure we have robust child protection arrangements in place at all times and continue to work to maintain the personal dignity and respect of our care services' users.

What did we do?

- We cared for nearly 8,500 older people in their own homes.
- We delivered 95% of social care equipment and adaptations to clients within seven working days.
- We continued to develop our programme of self directed support.
- We provided 60,000 hours of support to 260 disabled children at home.
- We looked after 700 children in foster and residential care during the year.
- We continued to support children and young people with disabilities, including increasing social work capacity for disabled children in Huntingdonshire, and appointed early support co-ordinators to ensure the needs of disabled children are considered at the earliest opportunities.
- We continued to improve health services for Looked After Children.

How well did we do it?

- 90% of people from vulnerable groups reported feeling safer in their own homes as a result of work undertaken by the Distraction Burglary Force.
- We met both our targets to reduce the percentage of looked after children with three or more placements and the percentage of children becoming subject to a child protection plan for a second time.
- We met our target to ensure social care clients were able to manage their own services through the use of direct payments, with 395 per 100,000 receiving direct payments against a target of 210.
- We supported nearly 12,000 people to live independently, meeting our national target.
- We improved the percentage of health and dental checks for Looked After Children (LAC) by nearly 2% increasing from 93.3% in 07/08 to 95.1%.

Case Study: A focus on prevention

Rather than simply treating the effects of physical falls suffered by people, the Council is investing in preventative services to reduce the number of falls. Integrated NHS and Social Care Services work across the county to provide effective exercise classes in health settings, leisure services, sheltered housing day centres and residential homes. As a result, the likelihood of hospital admission or the need for residential or nursing care is greatly reduced and quality of life for our clients is improved. For example, dressing themselves, reaching into cupboards, getting up stairs, visiting friends and shopping all becomes easier. Referrals have increased by 25% and 60% of high-risk clients have a low risk of falling at the end of the programme, as well as more confidence.

Joint work between Adult Social Care and the Supporting People Team has identified a lack of people in the Chinese community accessing services. Work with the Chinese Community has been carried out to address this and to make sure that services are accessible.



Strategic Objective:

Managing and delivering the growth and development of sustainable communities

This Council objective is led by Councillor Pegram, Cabinet Member for Growth, Infrastructure and Strategic Planning and Councillor Tony Orgee, Cabinet Member for Economy and the Environment and Cllr Sir Peter Brown, Cabinet Member for Communities.

Cambridgeshire is growing. Our population is increasing rapidly and 58,000 houses need to be built by 2021 to accommodate our growing communities. Working with our partners we are providing the community leadership required to harness and share the proceeds of growth in a way that builds vibrant and cohesive communities with excellent community facilities and services.

What did we do?

- We made progress, working together with our district partners, against the master plans for the Cambridge Southern Fringe, Cambridge North West and Northstowe developments.
- We identified three routes to open spaces that are suitable for people of all abilities as part of the Rights of Way Improvement Plan.

- We continued to make progress on a green infrastructure strategy which means that projects in Fen Drayton Lakes and the Cambridge Green Necklace will be successfully delivered.
- Cambridge Central Library is being completely refurbished and is attracting a substantial number of new customers, as we anticipate the new proposed library in Huntingdon will do when it opens shortly.
- We have progressed the development of a number of new schools and community facilities in the designated growth areas.
- We are introducing a passenger transport website, giving more comprehensive information about public transport.
- We are progressing well with an ambitious programme of new indoor recycling centres, the first of which opened in St Neots in October 2009.
- We successfully completed the Riverside Bridge in Cambridge.
- Schools to serve new communities have been specified and the County Council has successfully run four competitions to choose promoters for the first schools to serve Northstowe and the Southern Fringe developments.

How did we do?

- We achieved our targets for reducing deaths and serious injuries on our roads to 372 for 2008-09, compared to a target of no more than 390.
- We met our target of no more than 25% of 'problem premises' illegally selling alcohol.
- We exceeded our target for the amount of household waste recycled and composted (51.99% against a target of 51%) and the reduction in the amount of municipal waste land filled (47.6% against a target of 49%).
- We increased the number of local bus passengers by over two million.
- We provided 27 new Children's Centres to provide support and guidance for children and their families, with plans well advanced for a further 13 centres to ensure countywide cover.

Case study: **Mechanical Biological Treatment Plant**

A £42 million recycling plant, which will put Cambridgeshire at the forefront of waste management in the UK opened in November 2009. The Mechanical Biological Treatment (MBT) Plant is the first of its kind in the country and will sort and recycle much of the waste that normally ends up in landfill from people's "black bag" rubbish.

Rubbish collected from households across the County will be sorted at the plant which is near Waterbeach, and run by local family firm Donarbon in partnership with Cambridgeshire County Council.

The massive, hi-tech treatment plant, built by BAM Nuttall, is the length of three football pitches and houses giant shredding machines called terminators, as well as the latest mechanical sorting equipment which removes material for recycling before turning the rest of the waste into compost-like material for use on non-food crops or a fuel. An education centre will also be developed at the site so people can learn more about the facility and why it is important to recycle.

Waste which was previously not recycled will be sorted at the facility. At the moment just over half of the County's domestic waste is recycled or composted. This new facility, combined with improved recycling centres, will mean Cambridgeshire will massively reduce the tonnes of rubbish that end up in landfill.

Landfilling rubbish is not only bad for the environment but Government taxes every tonne of waste that ends up in the ground. This tax is currently £40 a tonne and will increase by £8 a tonne each year from 2009.



Strategic Objective:

Promoting improved skill levels and economic prosperity across the County, helping people into jobs and encouraging enterprise

This Council objective is led by Councillor Tony Orgee, Cabinet Member for Economy and the Environment.

This objective was developed in response to the changing economic situation, as part of the Council's drive with partners for the County to be ready for recovery from recession. It also responds to some of the issues of inequality across the County in terms of opportunities for and the aspirations of local communities.

What did we do?

- We have set a target to ensure our new businesses registration rate in the county is at least 1% higher than the national average; we are currently exceeding this.
- We invested extra resource in to the Rosmini Centre to increase the range of activities helping the families of migrant workers in Wisbech and its rural areas to access services, training and work.
- We have invested £362,000 over three years into the Romsey Mill charity to help with the redevelopment of the building and provide a programme manager. This will help develop Romsey Mill's programme that helps young people who have struggled with school, work or education, had difficult backgrounds or may be young parents.
- Following successful pilots, the 'Teens and Toddlers' programme will be implemented in Wisbech to support young people in raising their self esteem and aspirations and increasing educational attainment. The programme addresses both teenage pregnancy prevention and youth development.

How well did we do it?

- 5.2% of 16 to 18 year olds were Not in Education Employment or Training. Although this was slightly above our target of 5% it was significantly better than the national average of 6.7%.
- We saw an increase in the level of satisfaction with our Trading Standards Service, exceeding our target by 12%.
- We did not meet our target for the number of people on out of work benefits in Fenland as performance has fluctuated through out the year due to the recession.
- We missed our target for the number of people of working age qualified to at least level 2 GCSE or equivalent.

Case study: **EATING Project**

The EATING project is aimed at stores owned by migrant business people. This project saw a different approach taken to regulation where, instead of using enforcement activity, officers developed a marketing toolkit for the business to build markets with the local community. This year, two new shops have taken up the approach. A project toolkit is available on the Council's website for shops in other authorities to take up, which has been translated into Polish, Russian and Portuguese. This project has seen increased compliance levels, as well as increased business for the shop and increased contact between the migrant and local communities. The success of this project was recognised nationally and we were awarded the Regional Food Champion Award.



Strategic Objective:

Meeting the challenges of climate change and enhancing the natural environment

This Council objective is led by Councillor Tony Orgee, Cabinet Member for Economy and the Environment.

We understand the impacts that our everyday activities can have on the environment and we take our community leadership role very seriously. We are totally committed to tackling climate change, and we recognise the importance of local leadership and action in this issue.

What did we do?

- The Council agreed its own Climate Change and Environment Strategy which spells out how we are helping to prevent climate change.
- We also contributed to a new Joint Air Quality Action Plan for the Air Quality Management Areas in Cambridge City, Huntingdonshire and South Cambridgeshire.
- All our main offices and over 94 per cent of schools are on 'green' electricity contracts.
- We worked out our carbon emissions for all County Council sites, and provided league table information to schools, libraries and offices to help them monitor and reduce their fuel consumption.
- We took part in the Carbon Trust's Local Authority Carbon Management programme, which gave us access to external funds for energy efficiency improvements.
- 20 schools have become involved in the Eco Schools programme since its launch in June 2008.

How well did we do it?

- We achieved a 0.7% point drop in children travelling to school by car since January 2008. We are on course to meet our target of all schools having completed a school travel plan by 31 March 2010.
- We met our Level 1 target for adapting to climate change.
- We increased the number of actively managed biodiversity sites to 166, exceeding our target of 155.

Case Study: Orchard Park Personalised Travel Planning

Personalised Travel Planning (PTP) is being piloted in the new developments at Arbury offering information, incentives and motivation to help individuals to make more sustainable travel choices. We worked with the Highways Agency and South Cambridgeshire District Council to provide personalised advice and information to households moving into the development during summer 2008. We also negotiated with Stagecoach and Whippet bus companies to provide free taster bus tickets. The evaluation of this project shows increases in people cycling, walking and travelling by bus, and a 35 per cent drop in solo journeys by car. The lessons we have learnt from the project will be used to inform other developments around Cambridgeshire.

How much did we spend?

The overview of Council spending is led by Councillor John Reynolds, Cabinet Member for Resources and Performance.

The following information is a summary of our income and expenditure statement, outlining how much we spent in 2008-09. The Council has to follow a specific format to ensure our accounts can be compared to other Councils.

	2008-09 £m	2007-08 £m
Corporate and Democratic Core	8.8	6.5
Non distributed costs to be met centrally	5.8	0.2
Central Services	0.8	0.9
Court Services	0.5	0.3
Cultural, Environmental and Planning	40.2	35.1
Children's and Education Services	109.3	93.1
Highways, Roads and Transport	35.3	30.7
Adult Social Care	142.1	121.2
Net cost of services	342.8	288.0
Trading Accounts	0.4	0.1
Environment Agency Levy	0.4	0.3
Gain(-) or loss on disposal of fixed assets	33.2	-
Interest	7.0	9.3
Pension assets net return	10.3	0.5
Net operating expenditure	394.1	298.2
Funded by		
Council tax income	208.8	196.3
Government Grant & Business Rates	129.2	96.0
	338.0	292.3
Deficit for the year	56.1	5.9
Other amounts required to be taken into account in determining general fund surplus	-58.4	-7.0
Overall surplus/deficit for the year	-2.3	-1.1

Notes:

- (i) The increase in CDC costs reflects spending delayed from one year to the next through the use of reserve balances.
- (ii) The overall figures do not include spending funded by specific grants such as schools funding.
- (iii) The increase in Council tax income reflects the 5% increase in Council tax plus an increase in the number of Council tax payers.
- (iv) income/surplus are negative figures; costs/deficit positive.

Key issues:

- The increase in losses on the disposal of fixed assets reflects the transfer of Foundation School buildings at nil value in accordance with our statutory obligations.
- The Area Based Grant has replaced the Local Area Agreement grant for 2008-09 and has been created from a number of existing and new grants which were previously attributable to specific services and accounted for within Net Cost of Services. This is included within Government Grant & Business Rates and totalled £22.3 million.

What do we own – what do we owe other people?

The following information is a summary of the Council's balance sheet at the end of March 2009. This outlines what we own (assets), what other people owe us (debtors) and what we owe others (creditors).

	2008-09 £m	2007-08* £m
Land, Buildings and Infrastructure	1,315.2	1,237.3
Assets being constructed (including assets held for disposal)	153.5	104.0
Intangible Assets	0.8	1.2
Long-term Debtors	2.2	2.4
Long Term Assets	1,471.7	1,344.9
Short-term assets - including debtors	83.4	69.3
Short-term Loans	-50.1	-14.0
Creditors	-102.6	-94.9
Cash at bank / (Overdraft)	-22.8	8.4
Total Assets less Current Liabilities	1,379.6	1,313.7
Long-term Loans	-171.5	-213.1
Pension Scheme Liability	-240.4	-160.5
Other long term liabilities	-378.2	-280.0
Total Assets less Liabilities	589.5	660.1
General and Earmarked Reserves	48.8	49.5
Other Equity Reserves and Accounts	540.7	610.6
Net Worth	589.5	660.1

*Restated figures.

Key issues:

- Our assets include:
 - 13,709 hectares (33,876 acres) of farmland
 - 10 waste disposal sites
 - 439 buildings, including 275 education establishments
 - 2,741 miles of road
- Increases in long term assets reflect the substantial expenditure of over £148.2m on the capital programme in the year, and the net impact of revaluations and impairments.
- The reduction in cash balances reflects higher spending on capital schemes in the year when compared with cash inflows from capital receipts and grants.
- Reserves include sums held by schools and to cover insurance needs.

Improving value for money for council tax payers

We work hard to make sure we deliver value for money at all levels of the Council. This is essential in order to ensure maximum value for council taxpayers, and keep increases in council tax to an absolute minimum. We achieved £11.4m of savings in 2007/08 alone.

Below are some examples of the initiatives we are undertaking to improve the use of our financial resources. All of these examples are saving money that can be released to front line services and to keep council tax increases down.

- Better Utilisation of Property Assets – this is an initiative to ensure that all Council buildings are fit for purpose and in the right place to deliver services alongside partners. This will ensure we keep our environmental impact and maintenance costs to a minimum, and can generate income to put back into delivering services from selling any buildings that we no longer need.
- Shared Services – working with Northamptonshire County Council (NCC), we are the first two top-tier councils in the country to successfully implement a shared Oracle eBusiness system configured on best practice processes. Sharing between the two authorities has enabled us to realise significant savings this year through an improved system, improved processes and reduced support costs. In parallel with this work we and NCC have been working to create a professional shared services organisation that will deliver sustainable income in the future by establishing a growing local authority customer base. The revenue saving achieved for the second year (2008-09) was £416k.
- 'Workwise' – this is a project that aims to change the way Council employees work and use space, reducing the need for office space and allowing savings to be made through the bulk purchase of furniture and equipment.
- Invest To Transform fund – this is a sum set aside to support innovative projects across the Council that will underpin service improvements and deliver future efficiencies. All loans are repaid from savings made.

How do watchdogs think we did?

The overview of Council watchdogs is led by Councillor John Reynolds, Cabinet Member for Resources and Performance.

Our performance is extensively reviewed by independent bodies. Some of the recent inspections are outlined below.

How well do we manage finance and resources?

Our accounts are independently audited each year. Our 2008-09 accounts have been approved by our auditors. The financial information in this report is extracted from the accounts, but this report has not been audited. The full accounts together with the auditors' report can be seen at our website below:

www.cambridgeshire.gov.uk/council/finance/spending/soa.htm

These auditors also undertake work to assess the overall finance and resource management in the Council, including how well we offer and improve Value For Money (VFM). Other councils receive similar assessments.

In 2008 there was a change in the way the Government assessed how councils managed and used their resources. The Comprehensive Area Assessment (CAA) 'tougher test' saw us rated as 3 out of 4 for managing finances; 3 out of 4 for how we governed ourselves; and 2 out of 4 for managing resources. This amounted to an overall judgment of performing well.

How good are our Children's Services?

The Annual Performance Rating for 2009 reported that Children's Services 'performs well' overall. This is consistent with the previous Annual Performance Assessment rating of 'good'. Performance against the large majority of national indicators, including those of staying safe and enjoying and achieving is in line with similar areas and national figures. Whilst outcomes for children and young people are considered good overall, it is recognised that outcomes must improve further, particularly where there are relative inequalities for some groups of children and young people. Tackling these inequalities is a key priority in the Children and Young People's Plan.

A recent inspection of Safeguarding and Looked After Children judged the authority to be adequate for safeguarding and adequate in its provision of services for Looked After Children, with good capacity to improve and good features. The inspection report confirms that ongoing improvements are being made within safeguarding and looked after children's services and highlights areas where further improvements need to be made, notably around aspects of social care practice, and the service's approach to quality assurance.

How good are our Adult Social Care Services?

The annual assessment by the Care Quality Commission (CQC) has concluded that Adult Social Care Services in Cambridgeshire are performing well in almost every area of delivery. The assessment is based on interviews with service users and carers, performance information and a detailed self-assessment. The overall rating is performing 'well.'

Of the seven assessment areas, the services provided by Cambridgeshire County Council and in partnership with other agencies, six were rated as performing 'well' with only one rated at performing 'adequately' – 'choice and control.' Detailed work is already underway and this rating is expected to improve next year.

Services in Cambridgeshire were rated as performing 'well' for the way they enable people to:

- Improve health and emotional well-being.
- Improve quality of life.
- Make a positive contribution.
- Be free from discrimination or harassment.
- Have economic well-being.
- Maintain personal dignity and respect.

How well do we engage with our communities and improve services?

The Council's overall annual assessment by an independent Government watchdog judged the Council to be performing well and improving most things that matter to local people. Cambridgeshire was given three out of four for the key indicators of managing performance and use of resources – therefore an overall score of performing well.

It says that many services are performing well including recycling, children's services, waste management and transport planning and effective action is taken to improve poorer services. Educational achievement is generally good and services for adults who need care were improving well. It added that indicators show that in 2008-09 the Council improved over three quarters of issues it identified as most important by local people and residents enjoy good access to Council services and this is getting better.

The annual assessment also assessed the leadership of the Council as being strong and reported that the Council was good at managing its finances and providing relatively low cost and efficient services.

Summary

We continue to be really proud of our achievements and the progress we have made against our priorities that will help ensure we create communities where people can thrive and want to live and work. As a result of our focus on what matters most, improvement has been strongest in our priority areas with 74% of our 'Top 30' targets achieved in 2008-09. This was 2% higher than in the previous year. We know comparatively we are the most improved council over the past three years and compared with other county councils in the country we rank 4th overall.

But we are not complacent. We know we need to improve some aspects of our secondary school and sixth form provision and we are working hard to address this and we need to work with our partners to help reduce the overall levels of crime. Also too many people are still being killed or injured on our roads. These challenges, as well as continuing to address inequalities and building better communities for the future, will remain at the centre of our focus.

As a well run and efficient council, we know we continue to be well placed to do this, especially in a tougher economic climate and the overall reduction in public spending that is anticipated in the years to come. We know this means we will have to work even harder to maintain the high level of performance we have been achieving in recent years.

To ensure we sustain our improvement we are continuously updating our plans and strategies so they drive performance improvements, deliver excellent services and further improve value for money. Our detailed plan for 2010-11 will be published in March 2010.

Want to know more?

Further information can be found on our website at www.cambridgeshire.gov.uk or by contacting us directly as follows:

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To find out more about our plans, performance and spending

The Council's full statement of accounts, including the auditors report, for 2007-08 can be found at the link below:

www.cambridgeshire.gov.uk/council/finance/spending/stateacc.htm

The Council's Integrated Plan, outlining our objectives and priorities and demonstrating how we plan to achieve these can be found at the link below: www.cambridgeshire.gov.uk/council/integratedplan

Full analysis of the Council's performance for 2007-08, including achievement against key performance indicators, can be found at the link below:

www.cambridgeshire.gov.uk/council/policies/performance/Best+Value+Performance+Plan+2006-07.htm

Who do I contact for County Council services?

General enquiries (Mon–Sat, 8am–8pm)	0845 045 5200
Libraries	0845 045 5225
Road Maintenance	0845 045 5212
Schools/Education	01223 717970
Street Lighting	0800 253529
Trading Standards	0845 404 0506
Waste Management	0845 045 5207
Social Services (adult services)	0845 045 5201
Social Services (children's services)	0845 045 5203
Social Services (out of hours)	01733 234724