

# Annual Report 2009-10

What we achieved for you and your  
community in 2009-10

# Welcome to our Annual Report 2009-10



During the preparation of our annual report for 2009-10 we have seen a new coalition government elected which has announced a succession of major changes for local government and public services more widely. These changes are designed to help manage the country's debt but are also borne out of a real desire to return power to local communities and to support councils to ensure this fundamental shift of power takes place. We are keen to seize this opportunity but recognise that we have to do this in a way that is responsive to your needs both as individual service users as well as members of the many different communities that make up Cambridgeshire. We know that across the county there are differing needs, aspirations and ambitions and we are seeking to be responsive and flexible to these, working in partnership with a range of sectors, to ensure the people of Cambridgeshire get the opportunities and services they are entitled to and deserve.

We are under no illusion – making these changes will be an even greater challenge in the current financial climate. The council is going to have to make some tough choices about some services and decide who is best placed to deliver them. We have already started this work and we will be engaging directly with you about these over the coming months.

In the meantime, the annual report is a good opportunity to show how the council continues to deliver high quality, often innovative services, to the people of Cambridgeshire. We remain committed to transforming our service on your behalf ensuring that they represent both value for money and are responsive to customer needs. We see no reason why, with your help, this shouldn't continue to be the case in the future.

I hope you enjoy reading our annual report and trust you will find it informative and helpful.



*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 2009-10 Cambridgeshire spent £332 million (excluding schools) of revenue money on services and spent £144 million of capital money on schools, roads, IT and other facilities. Council Tax provides £219 million of our £334 million revenue funding; the balance is received from Government through grants.

We had 459,700 telephone contacts through to our Contact Centre and delivered services to a population of over half a million people, including nearly 78,000 schoolchildren and over 11,000 older people. We handled 220,431 tonnes of domestic waste, maintained over 5,000 miles of road and footways and over 1.5 million visits were made to our website. We continued to reduce serious injuries and deaths on our roads and Cambridgeshire's young people are doing better than the England and regional averages when it comes to the percentage aged between 16-18 who are not in education, employment or training.

## 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 2009/10 we continued working towards the five strategic objectives that were identified 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 2009-10.

Details on our new vision and objectives are set out within our 2010 Integrated Plan and can also be found at the link below:

[www.cambridgeshire.gov.uk/council/policies/integratedplanandpolicyframework.htm](http://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 David Harty, Cabinet Member for Learning, Councillor Martin 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 developed a community website 'Shape your Place' that enables Wisbech and the surrounding villages to raise and discuss neighbourhood issues and priorities with local Councils, Police and Fire and integrates with social media websites like YouTube and Flickr. The site will be rolled out to the rest of Fenland from the end of the year.
- We gave support to older people in their own homes through intensive home care, enabling people to remain independent within their own community.
- The Vital Communities project, a partnerships project between the Arts Council and all local authorities in Cambridgeshire and Peterborough, was completed. It described the impact of arts upon individual and community development, by tracking 360 families across the area and their involvement in the arts. Initial findings show the arts have demonstrated an increase in self-confidence, self-esteem, creative thinking and communication skills in children; and an increase in time families spend learning together and building up collective memories.
- The Cambridgeshire Culture project provided cultural experiences for children and young people. With partners, we supported a range of successful projects, including an annual Film Festival; development and promotion of our Art and Photographic collection; and music projects. Several events were held for our Looked After Children. The programme is encouraging young people to take part in sport and the Cultural Olympiad in the run up to the 2012 Olympics.
- Through the Building Schools for the Future programme a concerted effort was made to secure £110m funding to at least guarantee the first phase of work can go ahead as planned. This will mean

a number of schools in Fenland will be redesigned to support learning and to foster greater social cohesion in schools and their local communities, rather than being simply large building projects.

- Our Family Skills for Life courses helped parents support their children's developing skills and can help both parents and children improve their maths and English skills. Learning is targeted at areas of greater deprivation in the county, for people who have not achieved a Level 1 or Level 2 qualification. As well as enabling people to study for qualifications that are recognised nationally, it builds self-confidence and raises the aspirations of those who participate. For many it is the first accredited learning they receive. In 08/09 there were 100 national test passes at levels 1 and 2.
- We continued implementation of our self-directed support scheme enabling people to be in control of the support they need to live their life as they choose.
- Youthoria, a website delivered in partnership for young people in Cambridgeshire, was identified as an efficient website, with good support from teenagers, holding easily accessible information on positive activities.
- We completed 22 new play areas across Cambridgeshire, developed in partnership with District and Parish Councils and following consultation with children and parents
- We improved and reopened our libraries in Cambridge, Huntingdon and Wisbech.

### How well did we do it?

- The level of young people getting at least five A\*-C GCSEs including Maths and English increased by 2.6% points to 56.2% in 2009.
- Over 80% of young people participated in positive activities. As well as meeting our target for the year, our performance is the second best in England.
- We registered 8240 births and 4964 deaths.
- Conducted 1648 marriages and 73 civil partnerships.

### CASE STUDY: June's story

June used to be a nurse before her retirement and her general health was good but, now that she is older, June has arthritis and her eyesight is failing meaning she finds it difficult to get out and about. As a result, June had lost confidence and was becoming increasingly depressed and despondent, she felt she was losing control over the way she was living her life. June now needs help with day to day tasks and with her personal care. She was being helped to take a bath or shower once a week but found this distressing as she was used to doing so daily.

She has a friend who often pops in to see her and is close to her daughter and grandchildren as well as a cousin who she grew up with and has remained in close contact with. June speaks to her daughter everyday and her daughter visits at least five times a week but their relationship was becoming strained because her daughter was finding it hard to manage her home, work, children and caring for June. June speaks to her cousin every week but wanted to be able to visit her too.

June's personal budget has now been arranged on her behalf to:

- Buy 10 hours of support each week to help with her cooking, cleaning and personal care needs – this will allow her to spend more time with her daughter when she visits.
- Buy four hours of support each month to allow her to visit her cousin who lives 30 miles away.
- Pay for June and her friend to become a member of the local health club – her friend will take June swimming every week and whilst there help her to take a shower. June is a keen swimmer as it helps her mobility but she needs assistance to get in and out of the pool.

- Pay for a 30-week English Literature course at her local college – June used to attend a local day centre one day a week which she didn't enjoy and has enrolled on this course instead.
- June has enough money left in her budget to enable her to buy additional support to do things that are important to her later in the year including attending a family wedding.
- With the support of another parishioner June is also able to attend church once a fortnight and to attend the local church luncheon which allows her to keep in touch with people she has know for many years. Both activities are really important to her.

Together these activities mean June is now able to enjoy a better quality of life as well as feeling more in control over the things that are important to her.

## CASE STUDY: Bumps & Beyond

In 2009 it was identified that a high proportion of young parents-to-be were failing to access antenatal classes. After consultation, a new project, Bumps & Beyond, was set up to devise and run a 8 week, modernised, informal and creative antenatal course tailor made for young parents.

Four young parents were trained and recruited to become peer educators. They devised the programme in conjunction with youth support service staff and health partners. Bumps & Beyond was attended by nine mums-to-be and six young dads-to-be and during the course the group engaged in a wide range of activities which explored; myths of pregnancy, what to buy for a baby, stages of labour, pain relief, relationship in pregnancy, cot death, physical care, post-natal depression, benefits & housing, dad's role in labour, first aid in emergencies, breast feeding, safety at home, assertive skills and contraception after birth.

All the young people, who have now had their babies, have successfully made the transition from Bumps & Beyond, into mainstream family provision at the Children's Centres. In addition to being better prepared for parenthood, six of the parents, who attended Bumps & Beyond have requested to train to become Peer Educators for the next Bumps & Beyond programme. Two of the current Peer Educators were selected as finalists in the Young People of the Year Awards and one Peer Educator won the Student of the Year at Wisbech College. The value of Bumps & Beyond was highlighted in the award speech, especially how the Peer Educator training has provided skills, which the Peer Educators will be able transfer into other areas of their life.

Bumps & Beyond was achieved by utilising individual professional skills of each worker. Through building on everyone's strengths and specialism the young parents were able to access a high quality provision which was relevant, creative, informative, informal and fun.



### Strategic Objective:

#### Supporting and protecting vulnerable people

This Council objective is led by Councillor Martin 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?

- Everyone moving from younger people's services to adult services is now doing so with a personal budget and a support plan. Implementation for Mental Health clients will begin in 2010/11, although some early work has been initiated in supported living schemes.
- We've implemented our programme of self directed support for people with learning disabilities, physical disabilities and older people working in partnership between Cambridgeshire Community Services and the Cambridgeshire and Peterborough Foundation Trust
- Trading Standards led on the creation of the Cambridgeshire Home Shield scheme, providing easy access to a range of services for older people.
- Our commitment to safeguarding vulnerable adults was strengthened by the development of a three-year Safeguarding Strategic Plan. We have led the work on safeguarding issues for chronically excluded adults, which measured the impact of not intervening and has now won support from partners to develop work further in this area.
- We cared for over 9,000 older people in their own homes.
- We looked after 627 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.

## How well did we do it?

- We were rated as having achieved 'level three' status for our transitional arrangements for disabled young people – placing us amongst the top 25% of local authority areas. We have accordingly been allocated £50,000 for 2010/11 and are in a position to bid for further funding from an innovation fund.
- The 2009 independent assessment of adult social care services, by the Care Quality Commission judges that the Council is performing well.
- We met both our targets to reduce the percentage of our 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 improved the percentage of health and dental checks for our Looked After Children (LAC) by over 3% points increasing from 95.1% in 09/10 to 98.3%. This makes us one of the highest performance county council council's in the country in this area.

### CASE STUDY: Raising the Quality of Life for Disabled Children

Over the last two years we have increased the number of disabled children and young people receiving a short break from 585 to 837, using the Aiming High for Disabled Children resources. This included an increase from 75 to 175 children receiving a direct payment. As an example of the expansion, Family Based Day time support has increased from 37,590 to 52,341 hours.

Developments in the service include expanding the market of 1:1 providers of support, activity groups and an inclusion project that is working to support disabled children to access mainstream activities. We have also made after school facilities available for all children attending area special schools.

We are also investing Aiming High capital to make inclusion work for our disabled children. Developments have taken place at the Grafham Water Residential Centre, the Fenland adventure Playground and a number of leisure centres across Cambridgeshire

## CASE STUDY: Homeshield – Reaching Out to Older and Vulnerable People

Cambridgeshire's innovative Homeshield Scheme is providing positive outcomes for older and vulnerable people in the community who are not always known to us. The scheme is an outreach referral service for older and vulnerable people launched in April 2009 with the support of eight other partner organisations. This has now increased to 29 organisations. The scheme ensures support is received from a range of organisations helping people to stay safe, healthy and happy in their own homes.

The support helps with: reducing hospital admissions; identifying problems before they become acute; referring people with unmet needs to the right support services; checking that people are receiving all the income and benefits to which they are entitled; daily living tasks such as; ensuring the client gets regular hot meals; advice on how to keep their houses warm and to have access to hot water and toilet facilities; helping the person to enjoy regular social contact; security and safety including finding ways to help the person to be able to secure their house; ensuring there is a working smoke alarm; checking for any fire or trip hazards in the home.

Over the first year of the project the total number of referrals into the scheme was 219 and this was from 22 different referral sources. The greatest number of onward referrals was to Cambridgeshire Fire and Rescue Service for fire safety checks (include the fitting of smoke alarms). In one such case a 92 year old woman living alone in her bungalow was referred to the Homeshield scheme by a Fire Officer who visited to assist following reports of a number of small fires caused by a toaster setting bread alight. During his visit he also found that she had no heating and hot water in her home, further support from Homeshield and a referral to a local charity have enabled the lady to have her heating and hot water problems resolved, and her garden has also been renovated.

The scheme also resulted 70 referrals for pension advice. Of these it turned out 39 were eligible for follow-up benefit checks resulting in the discovery that 13 of these people were found not to be claiming their full benefit entitlement amounting to a total of £48,224 per year.



### Strategic Objective:

#### Managing and delivering the growth and development of sustainable communities

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

Cambridgeshire is growing. Our population is increasing rapidly and 58,000 houses need to be built by 2021 to accommodate our growing communities. It is important to us that a high percentage of the new homes we provide are more affordable to those people already living in our 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?

- Five projects have been set up in Fenland to address anti-social behaviour
- Despite the recession having had a negative effect on the housing market, as many developers reduced or stopped building, there is evidence of a recovery in 2009/10. To help deliver growth in a period of economic decline, the Council, with Cambridgeshire Horizons, secured funding to bring forward the Trumpington Meadows development. This will provide 1,200 new homes, including 40 per cent affordable homes, a primary school and community facilities.

- The planned Southern Fringe Area will accommodate over 4,100 houses, and an extension to Addenbrooke's hospital. Work on Access Road commenced in late 2008 and will be completed in summer 2010.
- We continued working with South Cambridgeshire District Council and Cambridgeshire Horizons to promote Northstowe through the Government's eco towns programme. We will explore how Northstowe can attain the highest sustainability standards.
- We invested in sharing winter service facilities with other authorities and are now sharing two salt barns with the Highways Agency.
- Following implementation of a safety scheme on the A1307 there have been significant reductions in injury accidents from 46 in 2008 to 17 in 2009. Fatal and serious accidents fell from 15 to 2.
- A new passenger transport website has been developed, making it easier to find information, with full timetables including individual stops and grouping of related services

## How did we do?

- We exceeded our target of reducing the number of 'problem premises' illegally selling alcohol (17% against a target of 20%).
- We exceeded our target for the amount of household waste recycled and composted (52.79% against a target of 52.5%) and the reduction in the amount of municipal waste land filled (53.07% against a target of 36%).
- We provided 13 new Children's Centres to complete a countywide network offering support and guidance to children and their families, and supported 22 existing centres to achieve fully operational status.

## CASE STUDY: Highways Construction Waste

Construction waste is one of the major areas of waste the Council generates through highway services. We realised that with treatment most of our waste could be remade into valuable construction materials. The waste mainly comes from material removed from asphalt roads, broken concrete and excavated soils from road and footway surfaces. These materials can be screened to provide usable clean topsoil and sub-soils and types of crushed materials which can be treated to form 'blacktop'. In turn these materials can be used to repair or construct the highway network, including roads and foot/cycleway surfaces.

This has led to savings from reduced waste going to landfill and in the cost of construction materials both of which now incur aggregate taxes as well as the purchase cost of new materials.



### 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 supplemented a range of JobCentre Plus programmes being delivered across the county.
- Work began on SmartLIFE Low Carbon, which will support businesses looking to adapt to a low carbon economy and teach the skills needed to build and maintain low carbon homes and renewable energy solutions. A SmartLIFE Eco-homes Innovation Park will demonstrate low and zero carbon homes and lifestyles.
- Cambridgeshire Together was awarded £1.5 million by the Future Jobs Fund, to create 237 temporary jobs primarily aimed at young people, but also available for some unemployed adults aged 25 and over who live in unemployment “hotspots”. The programme is being co-ordinated by the Council's NextStep Adult Guidance Service on behalf of Cambridgeshire Together
- The Investing in Communities (IiC) Cambridgeshire programme in 2009/10 had a budget of £1.9m and allocated funding to 16 projects for skills, employment and enterprise.
- We contributed funding to the building of new business units in St Ives.
- We worked with the district councils to redesign the 'Visit Cambridgeshire' website and develop an accompanying leaflet
- We shared a weekly update on business intelligence among all our partners to keep track of and assist our joint response to the impact of the recession on the local area.
- We are currently developing a series of twelve Inward Investment factsheets reflecting the diversity of Cambridgeshire's economy and targeting key sectors identified for future growth. These factsheets will be used to market the area to potential investors.

## How well did we do it?

- We saw an increase in the level of satisfaction with our Trading Standards Service, exceeding our target by 0.6% (87.6% against a target of 87%).
- We did not meet our target for the number of people on out of work benefits in Fenland as numbers on Jobseeker's Allowance and other benefits are increasing because of the recession. Similar increases have been seen across the East of England and nationally.
- The Investing in Communities programme created 94 jobs, assisted over 1400 people to get a job, supported 32 businesses to start up or grow and assisted 179 businesses to improve their performance.
- Over 100 Future Jobs Fund applicants have now been placed in jobs.
- Economic conditions during the recession continued to be challenging for partners, and we did not achieve all of our targets in 2009/10 in Fenland.

### CASE STUDY: The CREAM Cambridgeshire Rural, Enterprise Advice & Mentoring

After undergoing years of painful knee surgery, having his home re-possessed and enduring two years of unemployment, former tractor driver Ian Edmonds has fought against all the odds to start a new business. And now his inspirational life changing story has impressed the judges of an award scheme, putting him in the running for national recognition.

"Later this year I will be undergoing my 13th knee operation," said Ian, who runs UFH.Biz, selling electric under-floor heating on line. Forty-five-year-old Ian of Chatteris has been named one of the UK's top 100 businesses in the 2009 Barclays Trading Places Awards, an award honouring men and women who have turned their lives around by choosing to start up a business. Before launching his company, Ian was unemployed for two years with on-going knee problems, during which he underwent seven keyhole

operations. To add to their problems at that time, his wife Alison lost her job, and their house was repossessed just as Ian returned to hospital for knee replacement surgery. After five more operations, Ian made the decision to launch his own company. He attended a business course in March run by NWES, the Norfolk and Waveney Enterprise Services, and now sells through the internet, to the trade and the general public. In the future he hopes to expand his range of products and move into business premises.

Judge John Davis, Barclays Marketing Director for Local Businesses said: "We hope Ian's story will inspire other budding entrepreneurs to face similar difficulties in their private lives, to turn their business dreams into reality.

### **CASE STUDY: New Horizons Laptop Loan Scheme**

Charley lives in Chatteris with a background in drugs and alcohol work. Charley had been out of work for almost 4 months. He expressed frustration that he had not found a job and did not have a CV. Charley had tried to access the computers at his local library, but found that he did not have enough IT knowledge to move forward with his job searches. Charley needed 1:1 tuition in order to learn how to use the Internet and Word and to help him find and apply for work. He was also very keen to get some IT skills to help with employability.

Charley had asked for help in compiling his CV but the advice he was given was difficult for him to follow, because of his lack of IT skills. An Information, Advice and Guidance Worker from Cambridge Housing Society helped him to complete a CV prior to the start of the course and discussed how to ask for feedback from unsuccessful job applications.

The Project Worker showed him how to use Word, and how he could edit his CV to create different versions, to increase the impact for each application he was submitting. Charley did not have his own computer at home, so borrowing a laptop for 6 weeks whilst completing the course meant that he could practice his skills between weekly tuition sessions and develop his competency.

Charley reviewed his focus for applications and sent out tailored CVs using the skills that he learned. He was also able to print out the different CVs immediately, using the printer loaned to him. He got three interviews in quick succession and has now accepted a post as a senior youth worker for a church. His new employer has sent him on a two day course of power-point, DTP and media software training, prior to his appointment.

### **CASE STUDY: Training for young people in engineering**

**The Fenland Learning Partnership and Stainless Metalcraft Limited have established a fully-equipped training facility to promote and develop opportunities for young people in engineering in a separate, safe and secure area of the main engineering workshop at the Stainless Metalcraft site in Chatteris.**

The aim is to create a functional and self-contained workshop in which young people can raise their awareness and develop practical skills. This can help lift their aspirations whilst generating real opportunities for learning, personal development and sustainable employment in the local community. These young people will include pupils from local schools who will use the facility to support learning in areas such as Resistant Materials, Design Technology and the new 14-19 Diplomas in Engineering, with specific input on topics not easily delivered in the classroom.

It will help to raise awareness of engineering as a potential career route and promotes associated opportunities in further education, training and employment in the local economy.



## 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?

- We now have a full understanding of our organisational carbon footprint and this is helping us to prioritise carbon reduction activity.
- We have worked to reduce carbon emissions across our offices. Reduction measures at our offices at Speke House in St Ives, reduced electricity consumption by over 30%. We are replacing lighting in Castle Court in Cambridge with LED lighting, reducing emissions by 132 tonnes per year. We will also replace lighting in the Octagon, another of our large office buildings in Cambridge.
- We have provided centre based events for schools on climate change and sustainability for 650 people, delivered courses for 36 schools at Coldham Wind Farm, provided in-school teaching support for 11 schools and delivered training for governors; all schools have been encouraged to reduce their CO2 emissions, which together account for 44% of our total footprint
- We have completed an assessment of the risks posed by the changing climate across all our services, identifying actions to tackle these current and future risks.
- As lead local flood authority we have established the Cambridgeshire Flood Risk Partnership to coordinate the countywide management of flood risk
- We have set up the Travel Plan Plus project to work towards transport shift for 7500 commuters in the science park area of Cambridge, and ensured the ongoing success of the Travel For Work Partnership.

#### How well did we do it?

- Our performance on reducing the number of children travelling to school by car was ahead of target as we continued progress towards encouraging other safe, sustainable modes of travel. We are in the top quartile for children aged 5 to 10 and 11 to 16. We are implementing the Government's School Travel Plan (STP) initiative, aiming for a 100% take up of STPs at all LEA schools by 31 March 2010.
- We began achieving the goals of our Climate Change and Environment Strategy. After 18 months, 51 (66%) of the strategy's actions, were rated 'good' or 'very good', or are complete. 17 (22%) of actions were given a status of 'acceptable'. 3 were flagged as needing corrective or urgent action to achieve.
- 101 Cambridgeshire schools are involved in the eco-schools green flag programme, an increase of 30%
- We met our Level 2 target for adapting to climate change.
- We increased the number of actively managed biodiversity sites to 195, exceeding our target of 185.
- We held 70 events for 6500 people to learn about and enjoy the historic environment, we added 755 new sites to the Historic Environment Record and advised 20 agri-environment schemes about preservation of archaeological features.

## **CASE STUDY: A New Local Nature Reserve**

On Sunday 2nd May we celebrated the official launch of the newly designated Somersham Local Nature Reserve. The statutory designation of the site recognises it as a fantastic place for both wildlife and the local community. Despite the cold windy weather we had over 200 people turn up to this fun packed afternoon of activities including pond dipping, bird identification walks, willow sculptures, horse displays, tractor rides, a marquee with lots of interesting and interactive stalls and a BBQ. The day was finished off with a fascinating evening bat walk where we saw and heard (with bat detectors) pipistrelles and Daubenton's skimming across the lake.

## **CASE STUDY: Energy Efficiency Promotion Through Libraries**

Mr Barker was one of many people who borrowed an energy meter from St Ives library as part of this initiative and was surprised at how much energy his lights and household appliances were consuming even when he thought no electrical appliances were in use. After loaning the energy meter and following the advice given in the home energy guide provided by the council, Mr Barker committed to changing his routine to ensure that all electrical appliances were switched off when not in use, and stated that he would look to purchase energy efficient products when he came to replace his existing appliances. Building on the initial success of the scheme, the Council is now looking at options to expand the project among its local libraries.

# 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 2009-10. Although we have experienced increased demand on our services we have continued to make reductions in spending resulting from service transformation and efficiency improvements.

	2009-10 £m	2008-09* £m
Corporate and Democratic Core	5.4	8.8
Non distributed costs to be met centrally	0.6	5.8
Central Services	0.9	0.8
Court Services	0.6	0.5
Cultural, Environmental and Planning	39	39.3
Children's and Education Services	119.6	109.3
Highways, Roads and Transport	31.8	35.3
Adult Social Care	147.2	142.1
<b>Net cost of services</b>	<b>345.1</b>	<b>341.9</b>
Trading Accounts	0.3	0.3
Environment Agency Levy	0.4	0.3
Gain(-) or loss on disposal of fixed assets	8.3	33.2
Interest	10.5	7.1
Pension assets net return	18.7	10.3
<b>Net operating expenditure</b>	<b>383.3</b>	<b>393.1</b>
Funded by		
Council tax income	219.0	208.5
Government Grant & Business Rates	132.1	129.2
	<b>351.1</b>	<b>337.7</b>
<b>Deficit for the year</b>	<b>32.2</b>	<b>55.4</b>
Other amounts required to be taken into account in determining general fund surplus	-31.4	57.7
<b>Overall surplus/deficit for the year</b>	<b>0.8</b>	<b>-2.3</b>

## Notes:

- (i) The overall figures do not include spending funded by specific grants such as schools funding.
  - (ii) The increase in Council tax income reflects the 3.9% increase in Council tax plus an increase in the number of Council tax payers.
  - (iii) income/surplus are negative figures; costs/deficit positive
  - (iv) The Council has to follow the format above to ensure our accounts can be compared to other Councils.
- \*Restated figures.

## Key issues:

- The Area Based Grant replaced the Local Area Agreement grant in 2008-09 and had 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 £23.4 million in 2009-10.

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

Despite the challenging economic climate, we continued to drive hard on asset efficiency and asset sharing this year. We paid invoices and recovered debt very promptly and kept borrowing to a minimum.

The following information is a summary of the Council's balance sheet at the end of March 2010. This outlines what we own (assets), what other people owe us (debtors) and what we owe others (creditors).

	2009-10 £m	2008-09* £m
Land, Buildings and Infrastructure	1,460.5	1,320.2
Assets being constructed (including assets held for disposal)	208.4	153.5
Intangible Assets	0.4	0.8
Long-term Debtors	2.3	2.2
<b>Long Term Assets</b>	<b>1,671.6</b>	<b>1,476.7</b>
Short-term assets - including debtors	121.5	90.6
Short-term Loans	- 32.1	- 50.1
Creditors	-112.6	-111.6
Cash at bank / (Overdraft)	3.6	-22.8
<b>Total Assets less Current Liabilities</b>	<b>1,652.0</b>	<b>1,382.8</b>
Long-term Loans	- 264.7	- 171.5
Pension Scheme Liability	- 509.5	- 240.4
Other long term liabilities	- 485.1	- 380.4
<b>Total Assets less Liabilities</b>	<b>392.7</b>	<b>590.5</b>
General and Earmarked Reserves	51.0	48.8
Other Equity Reserves and Accounts	341.7	541.7
<b>Net Worth</b>	<b>392.7</b>	<b>590.5</b>

\*Restated figures.

## Key issues:

- Our assets include:
  - 35,000 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 £144m on the capital programme in the year, and the net impact of revaluations and impairments.
- The increase in loan balances is a result of spending on capital schemes, net of cash inflows from capital receipts, contributions and government grants.
- Reserves include sums held by schools and to cover insurance needs.

# Improving value for money for council tax payers

The overview of improving and transforming Council services is led by Councillor Steve Criswell, Cabinet Member for Customer Service and Transformation.

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 £12.3m of savings in 2009-10 and continue to work hard to find additional efficient savings over and above the 3% required by government. In particular we are driving hard a programme of work to increase the efficient use of our assets including rationalising and sharing assets with other public bodies. We remain prompt at paying invoices and reclaiming any debt, in addition to keeping our borrowing to a minimum.

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.
- 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.

In addition, the council is always looking to find other efficiency opportunities and improving the quality of the services we provide for you. For example, we have recently entered into a shared services arrangements with Northamptonshire County Council to share our 'back-office' functions such as payroll, personnel and financial management. We are exploring how this arrangement might be extended to include others services and other local authorities.

We have also established a transformation programme which seeks to find better ways to deliver services often linked to technological solutions. We have, for example been encouraging more of you make payments on-line which has resulted in a 10% saving for you and the council.

We have also been upgrading our website including the creation of [my.cambridgeshire.gov.uk](http://my.cambridgeshire.gov.uk). [My.cambridgeshire.gov.uk](http://My.cambridgeshire.gov.uk) sites to provide interactive mapping to give you more access to key information ranging from identifying your councillor to showing you where your nearest library. These sights also give access to information from NHS choices and Cambridgeshire.net which tell you about local medical services and what's going on in the area.

There were several major additions to the site's content, including the creation of a detailed web-friendly information and an online application facility for school transport and preparation for district council's parking services to be included on our website.

We also worked with services to redevelop the Pensions and Countryside areas, and began ongoing improvements in other areas such as Children and Young People's Services and Highways. The Buses and Park and Ride areas were significantly updated to make them easier for you to find the information you want through more effective visual presentation.

As a result of these improvements the council website was recognised for its quality at a national level, receiving the maximum four star ranking in an annual report on local authority websites undertaken by an independent body. The site went on to be ranked as the fourth best council website in the country by Webcredible, a major national consultancy. Further evidence of our success in this area was your increasing satisfaction with our website which averaged 3% higher than the national figure.

# 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. The nature of these reviews is likely to change over the coming year. However, through the annual report we will continue to assess and review our progress making sure it is available to the public.

## How well do we manage finance and resources?

Our accounts are independently audited each year. Our 2009-10 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](http://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 2009 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 in the summer of 2009 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 relative low cost and efficient services.

In the future there will no longer be an overall assessment of the council by the government. However, we think it is important we continue to assess our progress to ensure we maintain our services and they meet the needs of our communities. We will be seeking to this in a more efficient way by using our existing knowledge and information better and engaging more directly with service users and the wide range of communities that exist in Cambridgeshire. We anticipate that the annual report will be a key part of this process.

# Want to know more?

Further information can be found on our website at [www.cambridgeshire.gov.uk](http://www.cambridgeshire.gov.uk) or by contacting us directly as follows:

**Corporate Finance Manager  
Corporate Services  
RES1211  
Shire Hall  
Castle Hill  
Cambridge  
CB3 0AP**

telephone: **(01223) 715333**

email: **corporate.finance@cambridgeshire.gov.uk**

## **To find out more about our plans, performance and spending**

The Council's full statement of accounts, including the auditors report, for 2009-10 can be found at the link below:

**[www.cambridgeshire.gov.uk/council/finance/spending/stateacc.htm](http://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: <http://www.cambridgeshire.gov.uk/council/integratedplan>

Full analysis of the Council's performance for 2009-10, 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](http://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)	0345 045 5200
Libraries	0345 045 5225
Road Maintenance	0345 045 5212
Schools/Education	01223 717970
Street Lighting	0800 253529
Trading Standards	0845 404 0506
Waste Management	0345 045 5207
Social Services (adult services)	0345 045 5202
Social Services (children’s services)	0345 045 5203
Social Services (out of hours)	01733 234724