



Membership of the LSP

The following list shows the partner organisations that make up the LSP Board.

- ◆ Anglia Polytechnic University
- ◆ Cambridge City Council
- ◆ Cambridge Council for Voluntary Service
- ◆ Cambridge Learning Network
- ◆ Cambridge City Primary Care Trust
- ◆ Cambridge Sustainable City Reference Group
- ◆ Cambridgeshire Chamber of Commerce
- ◆ Cambridgeshire Constabulary
- ◆ Cambridgeshire County Council
- ◆ Cambridgeshire Learning and Skills Council
- ◆ University of Cambridge

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A Community Strategy for Cambridge

Cambridge Local
Strategic Partnership

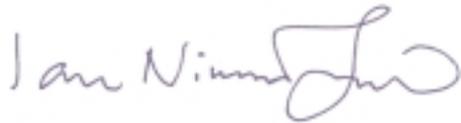


Foreword

Our Community Strategy describes the kind of place we would like Cambridge to be in the future. We are fortunate in that there is already a lot of good partnership work taking place in the City – so we have a strong base from which to build. The partners involved with the Cambridge Local Strategic Partnership have listened to a wide range of people and organisations and gathered together views about present problems, existing work that is taking place and ideas on what could improve the quality of life in the City.

This strategy sets out what we see as the important issues, how they are being tackled, and what additional value this partnership can contribute. We have identified our initial priorities for action where we believe we can make a difference. We particularly want to make sure that everyone in Cambridge can share in its success and take part in the activities most of us take for granted. We recognise that some partners will play a bigger role in some areas than others – this is the nature of partnership working. The strategy shows our aspirations and we hope that it will develop over time with your help.

We may not have covered all the initiatives taking place or the partnerships in the City, as the intention was to highlight only those key to the issues we have identified, but together we can play a part in making Cambridge an even better place to live, work and enjoy.



Ian Nimmo-Smith

*Chair of the Cambridge
Local Strategic Partnership*

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Introduction

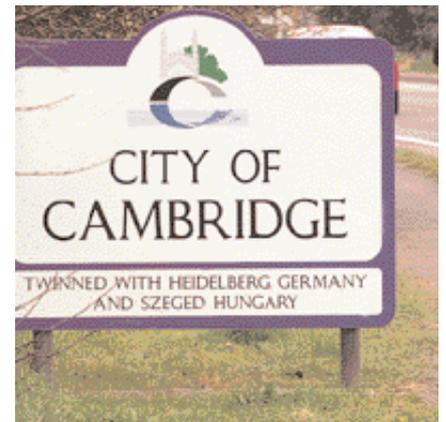
This is the first Cambridge Community Strategy prepared by the Cambridge Local Strategic Partnership ('the LSP'). The purpose of the Strategy is to improve the quality of life for people in the City.

The LSP is made up of representatives of public, voluntary and business organisations in Cambridge who have come together to jointly develop a shared vision for the City. What this Strategy sets out to do is:

- ◆ To identify key issues that are important to the quality of life for people living in the City
- ◆ To provide an overall vision for what the LSP wants to achieve over the longer term to improve the quality of life in the City
- ◆ To identify priority areas for action in the shorter term.

A full list of the partner organisations that make up the LSP Board is set out at the end of this document.

"The purpose of the Strategy is to improve the quality of life for people in the City"



A vision for Cambridge City

The LSP wants Cambridge to be:

- ◆ A successful city that is vibrant, socially mixed, safe, convenient and enjoyable
- ◆ A city with residents who feel integrated into the life of the City and part of its success
- ◆ A city that can meet its growing needs without jeopardising the environment or the interests of future generations.

The key issues

The starting point for the Strategy was a list of issues that are currently of greatest concern to local people and organisations in Cambridge. The issues identified were:

- ◆ Ensuring growth of the City benefits all and enhances the environment
- ◆ Traffic congestion and the need to promote alternatives to car travel
- ◆ Crime and the fear of crime
- ◆ Having enough houses people can afford
- ◆ Education and training
- ◆ The needs of older people
- ◆ Building a stronger sense of community.

Each key issue has a chapter within this document. The reasons for their selection are set out in these chapters.

Listening to your views

The LSP identified what it wanted to happen in response to each of the key issues above. Local people and organisations with a stake in the City were then invited to give their views on the key issues and what they thought should be done. The consultation consisted of two main parts:

- ◆ A stakeholder event in June 2003, at which over 120 local community based organisations attended
- ◆ The distribution of a newsletter through community outlets and public events in September 2003.

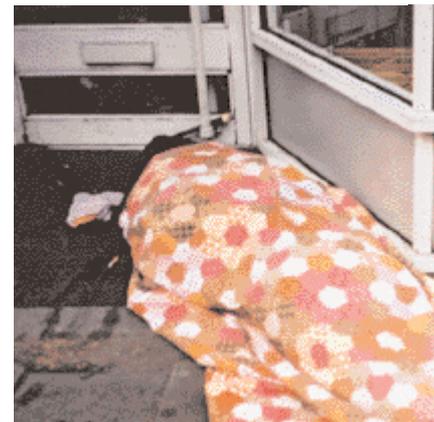


"Local people and organisations with a stake in the City were invited to give their views"

The majority of respondents were in broad agreement that the key issues set out were the right ones for the City. The comments received were taken into account in the preparation of this Strategy.

The actions

The LSP recognises that there are other plans and partnerships that have been put in place to address many of the key issues identified in the Strategy. What the Cambridge Community Strategy seeks to do is



to get everyone to pay attention to these key issues and, by working together, provide greater scope for improving the quality of life in the City.

The LSP itself has decided to take action in the short term on a small number of the key issues that will have a negative impact on the quality of life in the City if they are not dealt with. These are issues that are not already being tackled by others and where the LSP believes it can make a real difference by working together.

The LSP's initial priorities for action will be:

- ◆ Ensuring new communities have sustainable facilities

- ◆ Encouraging the use of travel plans so that there are fewer cars coming into and moving around the City
- ◆ Improving social inclusion and reducing inequality
- ◆ Ensuring the LSP is open and accountable in its decision-making.

Even though the LSP itself will be focusing on these priority actions it still wants to see improvements across all of the identified key issues.

Making progress

Progress towards the vision set out in the Cambridge Community Strategy will be measured in three ways:

- ◆ The outcomes of the priority actions
- ◆ Progress in attaining the objectives set for the key issues
- ◆ Progress against a set of selected Audit Commission quality of life indicators that cover the broad areas of social, economic and environmental well-being.

For each of the priorities the LSP has assigned a lead partner to take responsibility for the preparation and implementation of the actions. The LSP will keep a careful watch on how the actions are being implemented and progress will be reviewed annually. The strategy will cover a period of three years until 31 March, 2007.

"The Strategy seeks to get everyone to pay attention to the key issues"



2

The growth of the City must benefit all and enhance the local environment

Why this issue?

Cambridge is a historic, green, leafy city with economic growth and prosperity that is increasingly linked to that of the sub-region. All residents recognise that Cambridge is economically buoyant and is continuing to grow but there are very different views about whether this is a good or bad thing. Some believe that enough is enough and Cambridge should close its doors to any more growth. Others believe that growth should be encouraged because the City plays an important role in the national economy and benefits from its national and international reputation. The LSP recognises that this is an issue where people have very different views, however the LSP is not in a position to stop growth. The Regional Planning Guidance and Structure Plan for Cambridgeshire



already accept that there will be a substantial number of new houses in Cambridgeshire.

The LSP believes that it can play a significant role in ensuring that appropriate and sustainable community based facilities are in place to meet the needs of residents, employees and visitors to the City as the City grows. A broad range of community facilities and services, such as public transport, need to be in place. Some new housing developments will require new dedicated facilities, reflecting their scale. Others will need access to existing facilities, that may need extending or refurbishing to meet the new demands placed on them.

"Existing facilities may need extending or refurbishing"



What does the LSP want to see happen?

- ◆ The City is economically successful but its heritage is protected and its environment improved
- ◆ There are facilities in place, such as public transport, to support the growth of the City
- ◆ When new housing developments are built they have schools, GP surgeries and other community facilities
- ◆ All residents and local communities benefit from the City's success and those who may be missing out now do not miss out in the future
- ◆ All residents feel part of their local communities and the City as a whole - not just the people who live here now, but also those

who will live in the new housing developments and communities that will be built.

What is being done now?

- ◆ A strategy for the future of the Cambridge sub-region has been set out in Regional Planning Guidance for East Anglia(RPG6). This is being carried forward in the Structure Plan for Cambridgeshire and Peterborough
- ◆ A sub-regional Infrastructure Partnership has been established. The partnership will be responsible for coordinating the delivery for much of the infrastructure that is required to support new housing
- ◆ The Greater Cambridge Partnership is the economic development partnership for the greater Cambridge area and is



working to ensure the City's future economic growth and prosperity continues

- ◆ A first draft of a new Cambridge Local Plan ('the Draft Local Plan') was placed on deposit in June 2003. This is a consultation document that sets out policies and proposals for future development and land use to 2016. It will be promoting joint working across administrative boundaries



and between partners. Its policies will provide an overall framework and guide for future developments in and around the City

- ◆ The local Primary Care Trusts and local authorities in the City and South Cambridgeshire are working together to ensure the needs of health services and public health policies are taken into account in the development of land
- ◆ The Cambridge Sustainable City Reference Group is working with the community to improve the environment and promote more sustainable lifestyles and the Cambridge Biodiversity Partnership is promoting biodiversity initiatives in the City
- ◆ The Cambridgeshire and Peterborough Waste Strategy sets out a programme to encourage households to reduce, reuse and recycle waste.

Targets

- ◆ Developing new open space standards and creating additional strategic open spaces in the City
- ◆ Achieving the Government's recycling performance rate of 36% for Cambridge in 2005/6
- ◆ Reducing the amount of biodegradable waste sent to landfill in Cambridgeshire to 75% of that produced in 1995 as required by the EU Landfill Directive
- ◆ Achieving the 12,500 homes required in Cambridge City between 1999 and 2016 as set out in the Structure Plan.

“Encourage households to reduce, reuse and recycle waste”

Actions for the LSP

- ◆ To work with South Cambridgeshire LSP to develop community based facilities for the new communities around the edge of the City
- ◆ All LSP partners who are involved in delivering development in the City to support the sustainable development guidelines shown in the Draft Local Plan
- ◆ All partners to support opportunities for environmentally friendly and energy efficient development and the provision of high quality open spaces.

3

Fewer cars – but more cycling, walking and buses

Why this issue?

In surveys of people living in Cambridge traffic is often mentioned as a concern. The problem is not just about getting from A to B. The amount of traffic coming into and moving around the City can have an impact on the health of local people in terms of air pollution and accidents. It also impacts on amenity and quality of life.

There are fewer fatal accidents in the City than in surrounding rural areas and the road accident death rate for Cambridge residents is less than the national average but about a half of all road traffic accidents in the City involve pedal cycles. This does not mean that cycling in Cambridge is more dangerous than elsewhere; it is simply that there are more cyclists.

To reduce traffic congestion and improve air quality requires fewer cars coming into the City, but to make this happen attractive and safe alternatives need to be provided. The LSP wishes to encourage more people to use buses, cycle and walk.

The LSP believes that, as representatives of a wide range of organisations based in the City, LSP partners can take the lead in promoting travel plans, safer cycling and walking amongst employees and the wider community. This will make a difference to both congestion, the health of local people and the number of cycling accidents in the City.

"Attractive and safe alternatives need to be provided"





What does the LSP want to see happen?

- ◆ People are encouraged to get on buses, cycle and walk
- ◆ There are fewer cars coming into and moving around the City each day
- ◆ Improvements in air quality are made
- ◆ There are fewer cycling accidents.

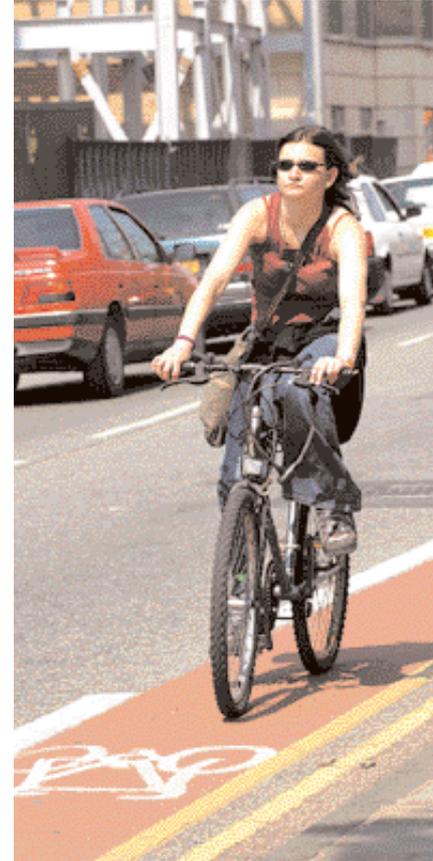
What is being done now?

- ◆ Cambridgeshire County Council as the Highways Authority for the City is introducing measures through its Transport Plan to encourage a shift away from car use. The Cambridge Area Joint



Committee is also looking at other local measures to reduce car journeys

- ◆ The Cambridgeshire Travel for Work Partnership is encouraging local organisations to prepare Travel Plans to increase the use of alternative forms of transport to the car. The Cambridge Access and Travel Group is looking at improvements to local transport infrastructure
- ◆ The Draft Local Plan sets out policies and proposals to influence transport conditions and air quality in the City
- ◆ The Cambridge Cycling and Walking Strategy Group is promoting good design layout,



on-site facilities and traffic calming measures with organisations to encourage cycling and walking

- ◆ The Air Quality Review and Assessment Working Group is supporting local initiatives to improve air quality.

"The LSP wishes to encourage more people to get on buses, cycle and walk"

Targets

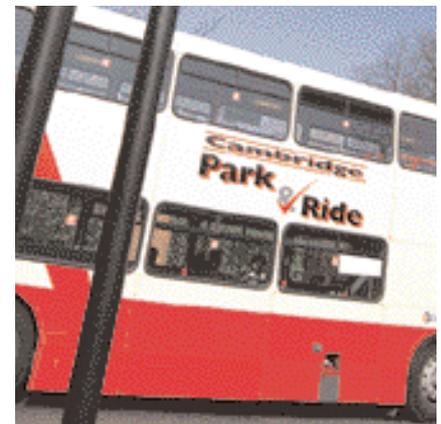
- ◆ Encourage three new employers within the City to join the Travel for Work Partnership each year and actively develop travel plans for their employees
- ◆ Reduce the number of days when air pollution is classified as moderate or high from nine days in 2001
- ◆ Increase user satisfaction with bus services in the City through a Quality Partnership agreement
- ◆ Increase the share of people travelling by cycle in Cambridge from 14% to 17% by 2011

"Increase user satisfaction with bus services"

- ◆ Reduce the number of people killed and seriously injured in the City from the 1998-2002 average of 63, thereby contributing to the County target of a reduction of 22% by 2007
- ◆ Stabilise the number of vehicles entering or leaving Cambridge on main routes in the City
- ◆ Reduce the number of motor vehicles crossing the River Cam each year by 1.3%.

Actions for the LSP

- ◆ All LSP partners to join the Cambridgeshire Travel for Work Partnership where practicable by 31 March, 2005
- ◆ All LSP partners signed up to the Travel for Work Partnership to adopt travel plans within their organisations within the lifespan of the strategy
- ◆ Those LSP partners with travel plans in place to share best practice and advice for other employers in the City working on travel plans
- ◆ The LSP partners to promote new and existing public transport services and pedestrian/cycle schemes through their organisations or membership where practicable.



4

Less crime and fear of crime

Why this issue?

One in three people feel unsafe after dark in the City according to an opinion poll in 2002. This is despite the fact that recorded crime levels have been falling in the City over recent years. The crimes people worry about are house burglary, anti-social behaviour, vandalism, graffiti and violent crime.

The level of fear of crime varies between different groups of people. Young people are much more likely to be a victim of crime than older people but have lower levels of fear. Research shows that the things that make people fearful in the City are not always the big crimes – it can be lower level disorder such as anti-social behaviour in public places that, if repeated, can affect the quality of people's lives.

The LSP believes that in order to tackle crime and the fear of crime good behaviour should be promoted, work targeted to prevent people becoming offenders (especially young people) and those who commit crime deterred from offending again.

**"One in three
people feel unsafe
after dark"**



What does the LSP want to see happen?

- ◆ There is less crime and fear of crime
- ◆ There are fewer people becoming offenders
- ◆ The level of re-offending, particularly among young people, is reduced
- ◆ Good behaviour is promoted.

What is being done now?

- ◆ The Cambridge Community Safety Partnership has produced a three year Crime and Disorder Reduction Strategy (2002-2005) to reduce crime and disorder in the City. For each of the priority areas within the strategy Working Groups have been established to achieve its objectives
- ◆ A Safer Futures Group is focusing on projects with young people to reduce their risk of offending and an Anti-social Behaviour Group is tackling inappropriate behaviours
- ◆ The Cambridge Community Safety Partnership and the Cambridge Drug and Alcohol Reference Group are implementing the National Drugs Strategy at a local level
- ◆ Initiatives within single agencies are also taking place to reduce

crime and fear of crime, such as the Youth Offending Service's diversionary work delivered through a Youth Inclusion and Support Panel in the City.

Targets

- ◆ Increase the number of Acceptable Behaviour Contracts successfully agreed and complied with
- ◆ Reductions in the number of

people receiving final warnings, reprimands and first court appearances

- ◆ Reductions in the fear of crime and the percentage of people who do not feel safe whilst outside during the day
- ◆ Of those looked after by the Probation Service, a reduction of 5% in the number of people re-offending





- ◆ A reduction in the number of domestic burglaries to 23.1 per 1,000 households at the end of 2004/05
- ◆ A reduction in the number of vehicle crimes to 16.1 per 1,000 population at the end of 2004/05
- ◆ A reduction in violent offences from 27 per 1,000 population



- ◆ The preparation of an updated Crime and Disorder Reduction Strategy by March 2005, which will include new targets to be delivered by 2008
- ◆ To reduce the proportion of people reporting use of illegal drugs, especially in target groups.

“The LSP wants to see the level of re-offending, particularly among young people, reduced”

Actions for the LSP

- ◆ The LSP to support the Cambridge Community Safety Partnership in developing its three-year strategy, that runs between 2005–2008.

5

Houses people can afford

Why this issue?

More than half of residents cannot afford to buy a home in the City. As the Cambridge sub-region grows the demand for more affordable homes will increase. The 2002 Cambridge Housing Needs Survey estimates that 734 affordable homes need to be provided each year for the next five years and that the majority of these need to be rented homes.

Homelessness is a problem in the City. The numbers accepted as homeless and priority housing need by the City Council is stable but single person homelessness is significant with heavy use of hostel

“More than half of residents cannot afford to buy a home in the City”



spaces, although rough sleeping is declining. It is important that the right mix of property, built to a high standard, is available for local people in housing need.

What does the LSP want to see happen?

- ◆ There are more houses as the City grows and enough affordable housing units
- ◆ There is an increase in the mix and quality of affordable housing
- ◆ Housing in the City is more energy efficient.

What is being done now?

- ◆ Sub-regional partners, including the City Council and Registered Social Landlords, are making representations to the Regional Housing Board to enable the development of new affordable





and intermediate housing in the sub-region

- ◆ The Affordable Housing Task Group of the Infrastructure Partnership is overseeing the development and implementation of the sub-regional Affordable Housing Strategy to increase the supply of affordable homes for City residents
- ◆ The Draft Local Plan sets out



policies and proposals to help meet housing need in the City

- ◆ The Housing Strategy highlights how the Government's Sustainable Communities Plan will be implemented in the City. This will include the allocation of funds for more affordable housing, tackling homelessness and an action programme for bringing all social housing up to a decent standard by 2010

"The Housing Strategy includes the allocation of funds for more affordable housing"





- ◆ The Cambridge Affordable Housing Working Group has commissioned research bids for key worker support programmes
- ◆ The Cambridge Improving Health Plan includes work to reduce fuel poverty and the number of falls by elderly people in their homes.

Targets

- ◆ The Structure Plan seeks an affordable housing and key worker contribution of at least 40% from developers
- ◆ The Draft Local Plan seeks from developers an allocation of 50%
- ◆ Partners, including Registered Social Landlords and the County Council, to set a target for the number of affordable, socially rented housing units to be built in the City without the use of social housing grant
- ◆ Registered Social Landlords to achieve national targets for energy efficiency that include a 30% improvement in energy efficiency by 2010 and the eradication of fuel poverty.

“Reduce fuel poverty and the number of falls by elderly people in their homes”

Actions for the LSP

- ◆ The LSP to support the existing sub-regional and local partnerships in taking this work forward to increase the supply of affordable homes for residents in the City.

6

Education and training – the keys to personal success

Why this issue?

Whilst low unemployment is a good thing, it also means that local employers cannot always find staff with the skills they need to fill vacancies. The LSP feels it is important to ensure that local people who are seeking work have the skills they need for the jobs available now and for the jobs that will be needed in the future.

In order to raise educational achievement and equip people with the right skills it is important to provide children and families with a good start in life through early years programmes and good quality childcare. Educational attainment in

the City is below the County average. In part this reflects the lower attainment levels in schools serving the more disadvantaged areas of the City.

The LSP believes that providing opportunities for learning at home, school, work, or in colleges and universities contributes to the success of the City and also enriches the life of individuals.

What does the LSP want to see happen?

- ◆ Educational aspiration and achievement is raised across the City, particularly amongst disadvantaged groups

“It is important that local people seeking work should have the skills they need for jobs now and in the future”



- ◆ Individuals have the skills, education and training they need for jobs that are available now and created in the future
- ◆ There are more people taking part in learning at different stages of life from pre-school programmes, through formal education and community and work-place learning.

What is being done now?

- ◆ The Cambridge Learning Network, the co-ordinating body for adult and community learning in the City, is presently preparing an action plan to improve access to learning opportunities in the City. This action plan is supported by the Cambridgeshire Learning and Skills Council and the Cambridgeshire Learning Partnership



- ◆ The County Council and local secondary schools are working collaboratively to implement plans and draw down resources from government to raise attainment for all secondary aged pupils in the City
- ◆ The continuation of parent support programmes and family learning activities throughout the City, with a focus on the SureStart and Neighbourhood Nursery initiatives in Abbey and Kings Hedges wards
- ◆ An expansion of the provision of care and early years education facilities with a focus on deprived wards significantly below the national standard
- ◆ The exploration of opportunities, including government funding, to improve access to and the impact of child care, early years



"The LSP would like to see more people taking part in learning at different stages of life"



education, parent support programmes and family learning, including the establishment of some Children's Centres

- ◆ The provision of support to local employers and employees to participate in Skills for Life, Modern Apprenticeships, National Vocational Qualifications and management development programmes.

Targets

- ◆ To reduce the gap between levels of attainment in schools in the City compared to the County average over the lifetime of this strategy
- ◆ Increase the number of people with NVQ Level 2 qualifications (equivalent to 5 good GCSEs)

- ◆ Increase the number of early years education places (0-5 years) and childcare places (0-14 years) in Cambridge from 2,786 places and 2,676 places respectively
- ◆ Business Link to encourage around 1500 employed people each year to take part in training and development for their future skills and around 100 employed people to undertake structured learning each year in the County
- ◆ Business Link to encourage around 100 employed people to start Skills for Life training each year and around 150 employed people (16 plus) to take part in Level 3 training in the County.



"Educational attainment in the City is below the County average"

Actions for the LSP

- ◆ The LSP to support the Cambridge City Learning Network to deliver targets for adult and community learning in the City.
- ◆ The LSP to support the County Council in partnership with head teachers, the Learning and Skills Council and Connexions Service, to reduce the number of low attaining schools.

7

Independence for older people

Why this issue?

Older people should feel safe and secure in their own home and in the community and have access to good information about what is available to them. Research has shown that it is possible for older people to be free of disability longer than is currently experienced. A number of agencies are involved in providing services for elderly people but they do not always do enough to encourage people to live independently.

By providing facilities for increased physical, mental and social activities we can improve the health and independence of older people living in the City. Where facilities are provided they need to be accessible to older people with different needs, such as people from ethnic groups.

The LSP believes this is one area

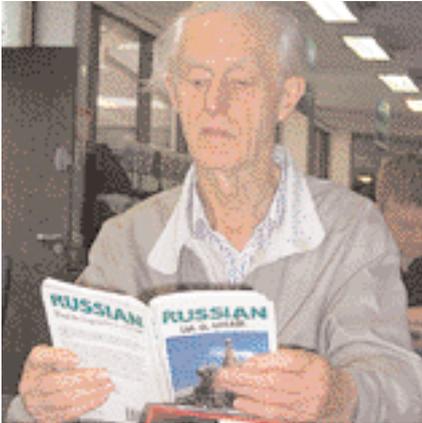
"Facilities need to be accessible to older people with different needs, such as people from ethnic groups"

where significant improvements can be made relatively easily if agencies worked together more effectively.

What does the LSP want to see happen?

- ◆ Older people in Cambridge living more independently
- ◆ There is sufficient information available to allow older people to make informed choices
- ◆ Older people feeling safe and secure in their own home and in the community.





What is being done now?

- ◆ Cambridge City Primary Care Trust, neighbouring Primary Care Trusts and Cambridgeshire County Council are developing a comprehensive programme to integrate health and social care services so that they can better meet the needs of individuals and improve care for older people living at home
- ◆ The Cambridge Improving Health Partnership, through its Improving Health Plan has made supporting older people one of its priorities and is taking measures to improve the health of elderly people in the City by, for example, reducing falls
- ◆ Community support, including Home Care services, is being increased

- ◆ The number of people whose discharge from hospital is delayed is being reduced
- ◆ A database of older people at risk is being developed so that services can stay in touch with vulnerable people and promote access to preventative services
- ◆ A review of sheltered and extra sheltered housing in the City will be completed in 2004 and the City's new Housing Strategy will include enhancements to the home improvement services for elderly people to assist independent living

"Community support, including Home Care services, is being increased"



- ◆ The City Council's Care Call Alarm Scheme, where alarms are provided to vulnerable people, has been expanded
- ◆ The Draft Local Plan includes a reference to supported housing and a mix of housing and facilities to respond to the needs of elderly people in the community.

Targets

- ◆ An increase in the number of older people helped to live at home to reach 90 older people per 1,000 by 2006/07
- ◆ Fewer older people will be in hospital beds who do not need to be there and more people will be cared for at home with emergency hospital admissions increasing annually by no more than 1%
- ◆ Delayed discharge in Addenbrooke's Hospital and other facilities to be in single figures by April 2005.



“Fewer older people will be in hospital beds who do not need to be there”

Actions for the LSP

- ◆ The LSP to support the Cambridge City Primary Care Trust, County Council and other partners in assisting older people to live more independent lives.

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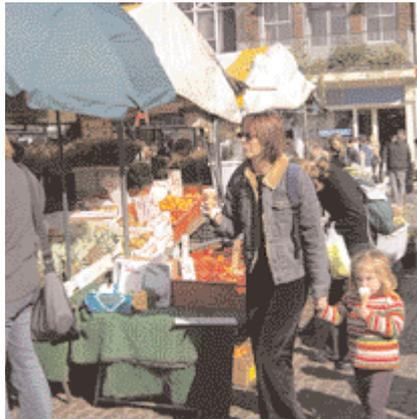
Building a sense of community

Why this issue?

Cambridge City is a relatively affluent place. However this very affluence can mask areas of disadvantage. Surprisingly just over one in ten people in the City live in a household claiming benefits. You are more likely to be living on a low income if you are elderly, a single parent or have a disability and live in the north of the City.

Living on a low income is linked with a number of consequences, for example poor health. Living on a low income can also make people feel isolated and excluded from the social, political, economic and cultural life of the City.

Although low income is a common factor in social exclusion, other groups can also be excluded on the grounds of ethnicity, mental illness or disability, from community life.



Some of the symptoms of social exclusion are a low turn out at elections and voluntary groups reporting difficulties in recruiting volunteers to sustain their activities.

The LSP believes that social exclusion is a thread that runs across many of the issues identified in this plan and that LSP can play a role by improving social inclusion and tackling inequality in the City. Social inclusion means that people are empowered to participate in community life, can work towards a common vision, achieve a sense of belonging and gain a positive identity where diversity is valued.

The LSP believes that organisations, groups and individuals should be encouraged to work together to develop services that will support people who might feel excluded and that the capacity of community and voluntary groups who engage with local people should be strengthened.

The LSP also believes that one way of making more people feel that they can influence decisions about their neighbourhood and local area is to make sure public agencies are more open in the way they make decisions and run their services.

"Affluence can mask disadvantage"

What does the LSP want to see happen?

- ◆ Public agencies being more open in the way they make decisions and run their services
- ◆ More people feeling they can influence decisions about their neighbourhood and local area
- ◆ All groups who want to be included in community life have the skills and confidence to allow them to become involved in determining the future of their communities
- ◆ The promotion of voluntary and community activity networks.

“More people should feel they can influence decisions”



What is being done now?

- ◆ Cambridge City Council is investing £3 million annually in community development activities, which includes allocating grants to voluntary organisations and investment in services for children, young people and community centres
- ◆ The Draft Local Plan and the master plans and other supplementary planning documents that flow from them are examples of open decision-making as they will undergo extensive public consultation in their preparation and testing at public enquiry
- ◆ The City Council has delegated some of its decision-making to Area Committees to increase the say local people have in their communities. Public speaking



“Public agencies should be more open in the way they run services”

rights at the City Council's Planning Committee and a public Development Control Forum have also been developed

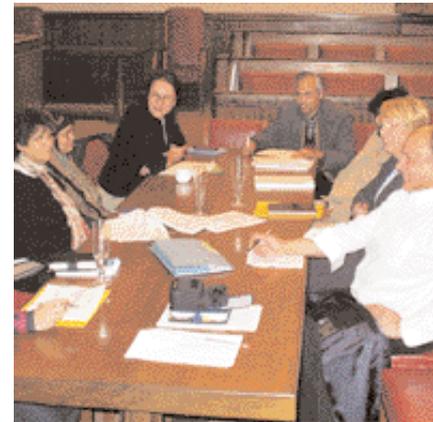
- ◆ The Cambridge City PCT will be implementing its Community Patient and Public Involvement Strategy to improve the openness of local NHS bodies and the say local people have in their running
- ◆ Cambridge Council for Voluntary Service is currently undertaking research on the state and capacity of the voluntary sector in the City to help develop future plans



- ◆ The City's Housing Management Board has given elected tenants a greater say in the management of the Council's own housing stock and the Cambridge Federation for Tenants and Leaseholders is running training to increase the effectiveness of their members representation of communities
- ◆ All Cambridgeshire County Council schools in the City have governing bodies that include elected parent representatives.

Targets

- ◆ The LSP will work with local communities during the next two years to identify targets for improving social inclusion and reducing inequalities in the City
- ◆ The LSP will introduce agreed ways of working between partners by the end of the first year to enhance the openness of its decision-making.



Actions for the LSP

- ◆ Develop agreed ways of working between partners, based on best practice, to ensure that the LSP involves local people in its activities and is open and accountable in its decision-making
- ◆ Identify how the LSP can make a difference in addressing social inclusion and inequalities in the City, building on the Director of Public Health's report and updated Mapping Poverty information
- ◆ Submit a bid to the Investing in Communities Programme to support social inclusion work in the City
- ◆ Support and monitor the development of the Statutory and Voluntary Sector Compact
- ◆ Organise a conference on tackling debt and extending access to banking services with a view to identifying areas where the LSP can make a difference
- ◆ Support the formation of the County Community and Voluntary Infrastructure Consortium and to help develop joint proposals for assessing and strengthening the capacity of voluntary and community sector organisations in the City.