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7 January 2009

To: Councillor RMA Manning (Leader)

Opposition Spokesman and Scrutiny Committee monitor: Councillor JD Batchelor

Scrutiny and Overview Committee monitor: Councillor JA Hockney

Dear Councillor

You are invited to attend the next meeting of **LEADER'S PORTFOLIO HOLDER MEETING**, which will be held in **MONKFIELD ROOM, FIRST FLOOR** at South Cambridgeshire Hall on **THURSDAY, 15 JANUARY 2009 at 10.00 a.m.**

Yours faithfully
GJ HARLOCK
Chief Executive

Requests for a large print agenda must be received at least 48 hours before the meeting.

AGENDA		PAGES
1.	Declarations of Interest	
2.	Minutes of Previous Meeting To authorise the Chairman to sign the Minutes of the meeting held on 13 November 2008 as a correct record.	1 - 2
3.	Revenue and Capital Estimates	3 - 16
4.	Compact Funding and Commissioning Code	17 - 34
5.	Local Area Agreement: Quarters 1 and 2	35 - 38
6.	Forward Plan The Portfolio Holder will maintain, for agreement at each meeting, a Forward Plan identifying all matters relevant to the Portfolio which it is believed are likely to be the subject of consideration and / or decision by the Portfolio Holder, Cabinet, Council, or any other constituent part of the Council. The plan will be updated as necessary and published on the Council's website following each meeting. The Portfolio Holder will be responsible for the content and accuracy of the forward plan.	
7.	Date of Next Meeting 12 March 2009	

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SOUTH CAMBRIDGESHIRE DISTRICT COUNCIL

Minutes of a meeting of the Leader's Portfolio Holder meeting held on
Thursday, 13 November 2008 at 10.00 a.m.

Portfolio Holder: Councillor RMA Manning

Councillors: JD Batchelor Opposition Spokesman and Scrutiny Committee monitor

Officers in attendance for all or part of the meeting:
Denise Lewis (Interim Corporate Manager - Community and Customer Services)

12. MINUTES OF PREVIOUS MEETING

The minutes of the meeting held on 11 September were agreed as a correct record.

13. DECLARATIONS OF INTEREST

None.

14. SERVICE PLAN FOR PARTNERSHIPS AND POLICY AND PERFORMANCE TEAMS

The Interim Corporate Manager, Communications & Customer Services introduced this Service Plan for Partnerships and Policy and Performance Teams, which was covered by four portfolio holders. She explained that the Service Objectives in the Plan had been developed to take into account the Council's new aims, approaches and actions for 2009/10. The plan was still work in progress and will be revisited once the outcome of the bids for additional resources were known.

Economic downturn

There were concerns that the recession would inevitably mean a drop in the authority's collection rate of Council tax, which was currently one of the highest in the country.

Partnership working

It was unclear how the £1.6 million allocated to the Local Public Service Agreement reward grant would be scrutinised and general concerns about the working of the Local Strategic Partnership were raised. It was acknowledged that the LSP Board was a statutory body.

Neighbourhood Panels

Concern was expressed about the responsibilities of Neighbourhood Panels and how they should work alongside parish councils. Councillor Batchelor suggested that the local members would be the most appropriate Councillor to attend the Neighbourhood Panels and so he questioned the proposed Council Action of Cabinet nominating a Member Champion for each Panel. The effectiveness of CCTV was questioned and it was suggested that mobile units should be considered as often problems were just moved around.

Bids for Resources

It was noted that only the unavoidable bids were likely to receive funding.

Scrutiny

The successful adoption of the recommendations made by the Arbury Park Task and Finish Groups were welcomed. However, it was suggested that SX52, which measured

the percentage of Scrutiny recommendations accepted by Cabinet, was not a useful performance indicator, because there was value in Scrutiny raising challenging issues with Cabinet, that were ultimately not accepted.

The Leader **noted** the report.

15. DATES OF NEXT MEETINGS

It was noted that the next meetings of the portfolio holder will be held on:

- 15 January 2009 at 10am in the Monkfield Room
- 12 March 2009 at 10am in the Mezzanine
- 14 May 2009 at 10am in the Mezzanine

The Meeting ended at 11.05 a.m.

SOUTH CAMBRIDGESHIRE DISTRICT COUNCIL

REPORT TO: The Leader 15 January 2009
AUTHOR/S: Chief Executive / Principal Accountant (General Fund and Costing)

**REVENUE AND CAPITAL ESTIMATES FOR THE
LEADER'S PORTFOLIO****Purpose**

1. To consider the Revenue Estimates up to the year 2009-10 and the Capital Programme up to 2011-12.
2. This is not a key decision. However, the report presents the relevant 2008-09 revised and 2009-10 estimates for endorsement by the Portfolio Holder, prior to being included as part of the overall estimates to be presented to the Cabinet and confirmed by Council in February 2009.

Background

3. The estimates for the Leader's Portfolio form part of the overall considerations for the Council's annual budget setting exercise and include the following services:
 - Community Safety
 - Voluntary Sector Grants
 - Community StrategyThe previous heading of Partnership Working is now covered within Community Strategy.
4. The Cabinet approved the Staffing and Central Overhead Estimates on 11 December 2008. The recharges approved at that meeting are recharged to all services, as appropriate. These are termed as Central, Departmental and Support Services in the detailed estimates and the analysis reflects the projected service structure approved by Cabinet in September. However, the new officer structure cannot be reflected in the comparative recharge figures, so these will be shown only in total on each service. As all the recharges have already been approved, individual portfolio holders cannot amend them.
5. The estimates for each portfolio are being reported to the relevant Portfolio Holder. These estimates will then be summarised in a report for examination by the Scrutiny and Overview Committee on 5 February, consideration by the Cabinet on 12 February, and finally, presentation to the Council on 26 February for confirmation of the estimates and levels of the Council Tax and Rents.
6. The revenue estimates are set out in **Appendix A**, whilst the capital programme is shown at **Appendix B**.
7. **Appendix C** consists of capital proposal forms, for consideration alongside the capital programme being approved.
8. Provisions for inflation have been applied only in cases where price increases can be justified. No automatic inflation allowance has been applied, but the 2.5% overall

assumption of inflation in the Medium Term Financial Strategy remains as the overriding level of inflation provision.

9. Where applicable, the estimates of each portfolio incorporate the approved bids agreed by Cabinet on 11 December 2008 and all other expenditure approvals made up to that date. They also take account of any virement made during the year, rollover of budget from the previous year and efficiency savings.
10. All the estimates exclude the small number of 'Precautionary Items', which are listed at the back of the current estimate book. They are specific, exceptional items of expenditure that may or may not occur during the budget period, but if they did the Council would be required to meet them. An updated list will be presented to the Cabinet on 12 February 2009. However, none has been identified within this Portfolio.

Considerations

- **Revenue Estimates: Revised 2008-2009 and Estimates 2009-10**

11. The revenue estimates for this Portfolio are shown at **Appendix A**. The total estimates have been analysed between direct costs, capital charges (none at present), partnership funded costs and recharges, so that the direct costs can be identified for comparison. This is considered appropriate because the direct costs are specifically within the control of the relevant cost centre manager. By contrast, the Staffing and Overhead Estimates determine the recharges, partnership costs are offset overall across the Council and the capital charges are notional charges that do not affect the overall expenditure of the Council. Compared with the 2008-09 original estimates, the net direct costs remained at the same level in the Revised Estimates and increased by £41,810 in the 2009-10 Estimates. The increase in 2009-10 arises from the approved bids and inflation.
12. The **Appendix A** also shows a net direct costs comparison for both years, between the expected target expenditure and the new estimates that have been compiled for this meeting; the target was arrived at by taking the total direct costs in the original 2008-09 estimates and adjusting for any virement, rollover, approved additional expenditure and, for next year, inflation. The result is that the 2009-10 Estimate is £1,080 within the target, due to inflation not being applied automatically, whereas there is no net change in 2008-09.
13. Comments on the individual estimate headings are given in the following paragraphs. All comparisons therein are made with the original 2008-09 estimates. All the 2009-10 estimates include an element of inflation, where necessary. A general overview of recharges is given in paragraph 17.
14. **Community Safety:**
The increases in both years are mainly due to higher net recharges, but in 2009-10, there is also an additional provision of £10,000 in respect of a CCTV review, as approved in the bidding process.
15. **Voluntary Sector Grants:**
 - (a) The increases in both years are mainly due to recharges, which had not previously been allocated specifically to this service heading.
 - (b) Inflation in 2009-10 has been allowed for in respect of grants to Citizens Advice Bureaux and other grants to voluntary organisations.

16. Community Strategy:
- (a) The reduction in 2008-09 is due to lower recharges during a period of change in the structure and personnel within this service.
 - (b) In 2009-10, the recharges are anticipated to increase owing to more activity in this particular service and full staffing.
 - (c) Also in 2009-10, there is provision for the costs of the Community Engagement Action Plan (£5,000), Community Transport Plan (£20,000) and village information and advice events (£3,000), which were all approved in the bidding process.
 - (d) Projects, fully funded through the Local Strategic Partnership Board, amounting to £29,000 in 2008-09 and £143,470 in 2009-10, have now been included in the estimates. These include the revenue costs relating to projects in respect of Youth Bus, Travellers Health, Dial-a-Ride Minibus, Good Neighbour Community Car Schemes/Welcome Home from Hospital, Quality Parish Councils and Community Led Plans. There are also fully funded capital costs on some schemes (see paragraph 18).

17. Recharges from Staffing and Overhead Accounts - Central, Departmental and Support Services (see estimates report to Cabinet 11 December 2008):

- (a) The estimated recharges from Staffing and Overhead Accounts to this portfolio increased by £88,610 (31.1%) from £284,520 in the original 2008-09 Estimate to £373,130 in the 2009-10 Estimate. The increase is due to higher staff involvement in all areas of the portfolio from the new Community and Customer Services team, including the additional post of Community Liaison Officer. The 2008-09 Revised Estimate of £262,270 is £22,250 (-7.8%) lower than the original estimate. This was as a result of the interim management arrangements relating to the Community and Customer Services team. The change in recharges to this portfolio may be compared with the Council's overall recharges to services, as below.
- (b) In general, the level of recharges depends on the cost of the service and support officers' time, ICT, contact centre, administrative buildings (mainly Cambourne Offices), Central Expenses and Central Support Services. Over the whole Council, these costs to be recharged were £17.959m in the Original Estimates 2008-09, £17.897m in the Revised Estimates 2008-09 and £18.876m in the Estimates 2009-10. These equate to a decrease of £0.062m (-0.3%) in 2008-09 and an increase of £0.979m (5.5%) in 2009-10, when compared with the original estimate 2008-09. The increase above inflation in 2009-10 is mainly due to, firstly, the salary costs of individual officers increasing by 5.1% (additional pay awards and pension costs), and secondly, the costs of additional staff appointments and other central costs approved by Cabinet as part of the bidding process.
- (c) The costs being recharged to each portfolio, however, depend on how the above sums are allocated across services. Most central overhead costs are distributed per head to each officer, whose total cost is then allocated according to the officer's latest estimate of time spent on each service.

• **Capital Estimates: Revised 2008-09 And Estimates 2009-10 To 2011-12**

18. The capital programme for this portfolio, which is attached at **Appendix B**, comprises of Community Strategy projects that are fully funded through the Local Strategic Partnership Board. Revenue funding is also provided for revenue costs associated with these schemes (see paragraph 16).
19. In order that all significant capital items may be evaluated consistently throughout the Council, those items in the capital programme in 2009-10 or later that are over

£25,000 in value are subject to the completion of a proposal form, for consideration alongside the capital programme being approved. Accordingly, the relevant proposal form for this portfolio, which relates to the Local Strategic Partnership Board Projects (Community Chest), is attached at **Appendix C**.

Implications

20. Financial:
- (a) The estimates for the General Fund Services of this Portfolio will be included in the General Fund Summary of estimates along with the expenditure of other Portfolios.
 - (b) The Capital Estimates for this Portfolio will be included in the Council’s Capital Programme.

21. Legal	No additional implications. The estimates show the financial effect of decisions that have already been made.
Staffing	As above.
Risk Management	As above.
Equal Opportunities	As above.

Consultations

22. The relevant cost centre managers, who are responsible for setting the level of their respective budgets and controlling the expenditure within them, have been consulted in the compilation of the estimate figures.

Effect on Annual Priorities and Corporate Objectives

23. Work in partnership to manage growth to benefit everyone in South Cambridgeshire now and in the future	To determine detailed Leader’s Portfolio budgets to provide the resources for the Council to continue and improve its services to achieve its corporate objectives as far as possible within the current financial constraints.
Deliver high quality services that represent best value and are accessible to all our community	
Enhance quality of life and build a sustainable South Cambridgeshire where everyone is proud to live and work	

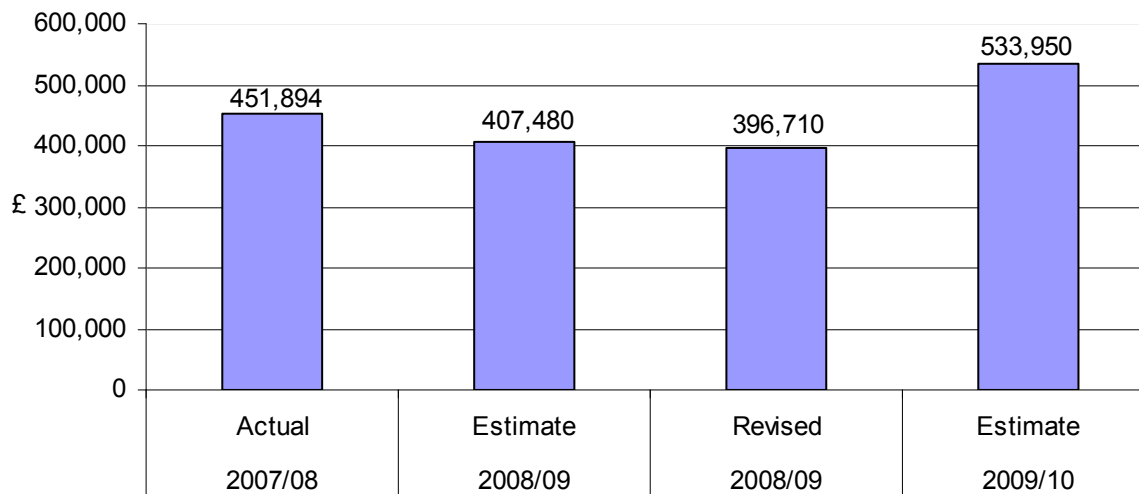
Conclusions/Summary

24. The total net expenditure as shown at **Appendix A** is reproduced below to show the percentage increase between budgets.

Year	Amount £	£	Increase %
2007-08 Actual	451,894		
		- 44,414	- 9.8%
2008-09 Estimate	407,480		
		- 10,770	- 2.6%
2008-09 Revised	396,710	+ 126,470	+ 31.0%
		+137,240	+34.6%
2009-10 Estimate	533,950		

These comparisons are shown diagrammatically below:

LEADER'S PORTFOLIO



25. The decrease in expenditure from 2007-08 to the 2008-09 original estimates of £44,414 is mainly due to changes within Community Strategy. One-off funding of £100,000 was agreed by Cabinet in 2007-08 to pump prime Local Strategic Partnership initiatives. This decrease was partly offset by increased recharges due to the appointment of the Strategic Partnership Officer.
26. The decrease of £10,770 in the revised 2008-09 estimate compared with the original estimate in 2008-09 was mainly due to reductions in recharges.
27. The increase of £126,470 in 2009-10 compared with the original estimate in 2008-09 was largely as a result of an overall increase in recharges of £88,610 and approved bids of £38,000. The changes in direct costs are set out on the table on **Appendix A**.
28. With regard to direct costs only, it can be seen from the comparison of estimates with the savings target on **Appendix A**, that the estimated direct costs in the 2009-10 Estimates is within the required target by £1,080, due to inflation not being applied in some areas; the Revised 2008-09 Estimate is the same as the adjusted original estimate.

Recommendations

29. The Leader is requested to:
 - (a) confirm the proposals for capital expenditure shown at **Appendix C**, for inclusion in the capital programme.
 - (b) endorse the Revenue Estimates and Capital Programme shown at **Appendices A and B** and recommend them for consideration by the Cabinet

Background Papers: the following background papers were used in the preparation of this report: Estimate files within Accountancy Services

Contact Officer: Peter Harris – Principal Accountant (General Fund and Costing)
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APPENDIX A

Actual 2007/08 £	LEADER PORTFOLIO NET EXPENDITURE SUMMARY	Estimate 2008/09 £	Revised 2008/09 £	Estimate 2009/10 £
105,555	Community Safety	111,890	117,410	164,430
5,065	Partnership Working	0	0	0
139,820	Voluntary Sector Grants	152,320	156,940	165,500
201,454	Community Strategy	143,270	122,360	204,020
<u>451,894</u>	TOTAL NET REVENUE EXPENDITURE (carried to General Fund Summary)	<u>407,480</u>	<u>396,710</u>	<u>533,950</u>
	Analysis of Total Net Expenditure			
273,455	Direct Costs	195,460	195,460	237,270
0	Capital Charges	0	0	0
247,439 (69,000)	Recharges from Staffing and Overhead Accounts Home Office and Partnership Funded	284,520 (72,500)	262,270 (61,020)	373,130 (76,450)
<u>451,894</u>	TOTAL NET REVENUE EXPENDITURE	<u>407,480</u>	<u>396,710</u>	<u>533,950</u>

COMPARISON OF ESTIMATE OF DIRECT COSTS WITH APPROVED TARGET

Net direct costs original estimate	195,460	195,460
Approved additional expenditure		
Community Safety		
CCTV review		10,000
Community Strategy		
Community Engagement Action Plan		5,000
Community Transport Plan		20,000
Village Information and Advice Events		3,000
Approved virement	0	0
		<u>233,460</u>
Inflation allowance of 2.5% on 2008/09 original estimate		4,890
Adjusted Original Estimate - TARGET ESTIMATE	<u>195,460</u>	<u>238,350</u>
Direct costs in Revised Estimate 2007/08 and Estimate 2008/09	<u>195,460</u>	<u>237,270</u>
Net SURPLUS/(DEFICIT) compared with approved target	0	1,080

Actual 2007/08 £		Estimate 2008/09 £	Revised 2008/09 £	Estimate 2009/10 £
COMMUNITY SAFETY				
EXPENDITURE				
	Supplies and Services			
26,579	SCDC Grants	23,290	23,290	23,290
48,628	Partnership Grants	18,000	52,470	18,000
0	Consultancy	0	0	10,000
441	Miscellaneous	4,400	4,400	4,400
	Central, Departmental and Support Services			
147,535	Total services on previous basis	156,700	0	0
0	Chief Officers and Housing Futures	0	3,750	3,280
	Community & Customer Services	0	136,960	189,610
	Corporate Services	0	2,410	2,540
0	Affordable Homes	0	5,610	5,620
0	Health and Environmental Services	0	2,010	2,140
<u>223,183</u>		<u>202,390</u>	<u>230,900</u>	<u>258,880</u>
	INCOME			
(90,121)	Government Funding	(72,500)	(90,120)	(76,450)
(27,507)	Partnership Funding	(18,000)	(23,370)	(18,000)
<u>105,555</u>	NET REVENUE EXPENDITURE carried to Portfolio Summary	<u>111,890</u>	<u>117,410</u>	<u>164,430</u>

PARTNERSHIP WORKING				
EXPENDITURE				
	Premises Related Expenses			
0	Rents etc	0	0	0
	Services			
0	Consultants	0	0	0
5,000	Miscellaneous Services	0	0	0
	Miscellaneous Expenses			
65	Other	0	0	0
<u>5,065</u>	NET EXPENDITURE carried to Portfolio Summary	<u>0</u>	<u>0</u>	<u>0</u>

Actual 2007/08 £		Estimate 2008/09 £	Revised 2008/09 £	Estimate 2009/10 £
VOLUNTARY SECTOR GRANTS				
EXPENDITURE				
Supplies & Services				
87,770	Grants to Citizens Advice Bureaux / Centres	89,970	89,970	92,220
52,050	Grants to Voluntary Organisations	62,350	62,350	63,910
Central Departmental & Support Services				
0	Total services on previous basis	0	0	0
0	Community & Customer Services	0	4,620	9,370
<u>139,820</u>	NET EXPENDITURE carried to	<u>152,320</u>	<u>156,940</u>	<u>165,500</u>
	Portfolio Summary			
COMMUNITY STRATEGY				
EXPENDITURE				
Supplies & Services				
1,550	Consultation	0	0	25,000
0	Other	15,450	15,450	18,450
100,000	Other - Local Strategic Partnership	0	29,000	143,470
Central Departmental & Support Services				
99,904	Total services on previous basis	127,820	0	0
0	Chief Officers and Housing Futures	0	7,380	5,010
0	Community & Customer Services	0	80,990	135,610
0	Corporate Services	0	570	1,210
0	New Communities	0	6,030	6,170
0	Planning Services	0	2,770	2,850
0	Health and Environmental Services	0	9,170	9,720
<u>201,454</u>	TOTAL EXPENDITURE	<u>143,270</u>	<u>151,360</u>	<u>347,490</u>
INCOME				
0	Government Funding	0	(29,000)	(143,470)
<u>201,454</u>	NET EXPENDITURE carried to	<u>143,270</u>	<u>122,360</u>	<u>204,020</u>
	Portfolio Summary			

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APPENDIX B

CAPITAL PROGRAMME

Actual 2007/08 £		Estimate 2008/09 £	Revised 2008/09 £	Estimate 2009/10 £	Estimate 2010/11 £	Estimate 2011/12 £
LEADER'S PORTFOLIO						
CAPITAL EXPENDITURE						
Community Strategy						
0	Connections Youth Bus	0	140,000	0	0	0
0	Dial-a-Ride Minibus	0	30,000	0	0	0
0	Local Strategic Partnership Board Projects	0	10,000	20,000	20,000	0
<u>0</u>		<u>0</u>	<u>180,000</u>	<u>20,000</u>	<u>20,000</u>	<u>0</u>
FINANCED BY:						
0	Specified Government Grant (LSP Funding)	0	180,000	20,000	20,000	0
<u>0</u>		<u>0</u>	<u>180,000</u>	<u>20,000</u>	<u>20,000</u>	<u>0</u>

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1	Service	Community Strategy			
2	Service Manager	Gemma Barron			
3	Brief Details of Proposal	Local Strategic Partnership Board Projects (Community Chest)			
4. Costs (All £000s)		2009/10	2010/11	2011/12	Total gross cost
Financial Year in which expenditure is expected to be incurred		£20,000	£20,000	Nil	£40,000
5	What is the estimated life expectancy of the asset related to the proposal?	This will vary depending on the project. The funding is for capital small grants of up to £1,000 for voluntary and community sector organisations or Parish Councils.			
6	What benefit will service users or residents experience as a result of the expenditure?	This will vary depending on the project. The grant application form requests this information is provided.			
7	How many individuals/properties will benefit from the expenditure?	Unknown.			
8	What evidence is there of public, tenant and/or user support for the proposal?	The grant application form requests this information is provided.			
9	Which of the 2009/10 Council Aims will the proposal address and how?	The projects must address one of ten Sustainable Community Strategy priorities agreed by the Local Strategic Partnership on the 12 th November 2008.			
10	How will performance indicators be affected?	The priorities relate to the Sustainable Community Strategy indicators and as such it is expected that performance will be positively affected, especially NI 7 Environment for a Thriving Third Sector.			
11	Is this expenditure required to enable the Council to meet a statutory requirement? If so, please give a description of the relevant requirement.	No.			
12	What will be the implications for the Council of not proceeding with the proposed investment?	The County Council's Cabinet, as the accountable body for the funding, has already agreed the project.			
13	How could the same outcome be achieved without the proposed expenditure?	The LSP has agreed that this is the best use of this funding.			
14	Is there likely to be any external funding contribution? If so, from where? (Please attach a copy of any written confirmation)	Wholly funded by Local Public Service Reward Grant on behalf of the Local Strategic Partnership Board.			
15. Contribution (£000s)		2009/10	2010/11	2011/12	Total contribution
Financial Year in which contribution is expected to be received		£20,000	£20,000	Nil	£40,000

16. Revenue impact (£000s)		Reason	2009/10	2010/11	2011/12
Estimated consequential financial impact on net revenue expenditure of the proposal		Additional: income expenditure	None	None	None
		Reduction in: income expenditure			
		Total for year			
17	Are any revenue changes likely to continue after 2011/12? If so, please complete the attached schedule?	No			
18	Brief description of the reasons for any revenue changes shown in 16	N/A			

SOUTH CAMBRIDGESHIRE DISTRICT COUNCIL

REPORT TO: The Leader

15 January 2009

AUTHOR/S: Chief Executive / Partnerships Manager

COMPACT FUNDING AND COMMISSIONING CODE**Purpose**

1. To consult the Leader on the proposed Cambridgeshire Compact Code of Good Practice for Funding and Commissioning Code of Good Practice.

Background

2. The Cambridgeshire Compact is a partnership agreement between statutory bodies and the voluntary and community sector. It is designed to improve our relationships and provide a framework within which we can understand what to expect from each other.
3. The Cambridgeshire Compact provides:
 - a set of Undertakings that clarify roles and expectations;
 - an agreement to work towards 3-year funding cycles;
 - a recommended 12 weeks notice of changes;
 - an honest problem-solving environment;
 - a set of Good Practice Codes.
4. South Cambridgeshire District Council signed up to the main Compact document in Autumn 2006.

Considerations

5. The proposed Code of Good Practice for Funding and Commissioning (Appendix A) is currently being consulted upon. The consultation period runs from 1st November 2008 until 31st January 2009. The District Council is being asked to formally respond to the consultation.
6. The questions that are being asked through the consultation process are:

Section 2: Guiding Principles

- (i) Do you agree with the guiding principles on which the Code is based?
- (ii) Does the District Council think the undertakings will assist funding and commissioning relationships between statutory organisations and the third sector? Is there anything else you believe should be included?

Section 3: Grant Funding Code

- (iii) Does the District Council think that the Grant Code will assist the funding relationship between statutory organisations and the third sector? Is there anything else you believe should be included?

Section 4: The Commissioning and Procurement Code

- (iv) Does the District Council think that the Commissioning & Procurement Code will assist the commissioning relationship between statutory organisations and the third sector? Is there anything else you believe should be included?

Section 5: Asset Transfer Code

- (v) Does the District Council think that this section will be of benefit to the third sector?

Implications

7. Financial	The Council has already moved towards three-year service level agreement with many of the voluntary organisations it funds.
Legal	The word 'undertaking' is currently being discussed by local authority legal teams as there has been concern expressed by a couple of lawyers. The term will only be included when all Legal Teams are in agreement.
Staffing	None.
Risk Management	The Code of Good Practice should reduce risks associated with providing grants to the third sector.
Equal Opportunities	If followed, the Code should improve openness and transparency and provide consistency, coordination and fairness.

Consultations

8. The Council's Procurement Officer has been involved in the development of the Code.

Effect on Corporate Objectives and Service Priorities

9.	Work in partnership to manage growth to benefit everyone in South Cambridgeshire now and in the future
	The Council provides funding to the third sector, which will impact upon the growth areas.
	Deliver high quality services that represent best value and are accessible to all our community
	Following the Good Practice Guide should ensure that grants to the third sector are best value.
	Enhance quality of life and build a sustainable South Cambridgeshire where everyone is proud to live and work
	The Council provides funding to the third sector for project that improve quality of life.

Recommendations

10. To comment upon the Commissioning and Funding Code to feed into the formal consultation process.

Background Papers: the following background papers were used in the preparation of this report:

- The Cambridgeshire Compact

Contact Officer: Gemma Barron – Partnerships Manager
Telephone: (01954) 713340

THE CAMBRIDGESHIRE COMPACT

The FUNDING & COMMISSIONING Code of Good Practice

Produced by the Cambridgeshire Compact Development Group – a joint group of Cambridgeshire Local Authorities and lead Voluntary and Third Sector Development Agencies.

Consultation Document

Consultation period running from 1 November 2008 to 30 January 2009

‘A vibrant, diverse and independent third sector is a vital part of a fair and enterprising society. It can help communities to be more cohesive and inclusive, and help individuals to have more say over issues that affect them’.

NI7 Briefing Note for Local Strategic Partnerships, Office of the Third Sector, February 2008

1. THE FUNDING AND COMMISSIONING CODE

- 1.1 The Funding and Commissioning Code aims to clarify how the Local Authorities and the third/voluntary sector can work together to enable clearer and more effective funding relationships. The Code does this through:
- Establishing a framework of best practice for financial relationships between Local Authorities and the third/voluntary Sector in Cambridgeshire
 - Setting out undertakings for both sides to clearly define expectations
 - Reflecting our joint commitment to enable a 'thriving third sector in Cambridgeshire.'¹
- 1.2 The Code is aimed at commissioners in Local Authorities involved in funding the voluntary and community Sector in Cambridgeshire and is consistent with their duty to achieve value for money and comply with European Union Procurement law.
- 1.3 In the Voluntary and Community Sector, it is aimed at organisations wishing to obtain resources, grants, or contracts to sell products or services to the Local Authorities². Most Local Authorities in Cambridgeshire are continuing to provide small or short-term grants schemes for voluntary groups. However, for strategic grants or service delivery, there has been a move towards more formal commissioning, including competitive procurement processes.
- 1.4 The Code underpins the original undertakings within the Cambridgeshire Compact published in February 2007. The Agreement aims to build third sector capacity and sustainability by working towards longer-term agreements and joint funding arrangements.
- 1.5 The Code has been produced by the Cambridgeshire Compact Development Group and is supported by the Countywide Procurement Officers Group.
- 1.6 Progress on how we are jointly performing in achieving the undertakings will be monitored and reported on by the Cambridgeshire Compact Development Group and via the Compact website at <http://www.cambridgeshire.gov.uk/council/depts/ecsoffice/learning/compact>.
- 1.7 Items underlined in this document are explained in the **Glossary** attached.

¹ N17 of the National Performance Indicator for Local Authorities and Partnerships

² *Some funds are held by local authorities, which are grants provided by other bodies to distribute on their behalf. In these instances the local authorities will ensure that, where they are able, processes are consistent with the undertakings set out in this Code. However, there may be occasions when constraints are placed upon the local authorities and the mechanisms they apply in such fund administration.*

2. GUIDING PRINCIPLES

2.1. This code is founded on the key principles set out in the Cambridgeshire Compact, which states that the partners wish to see a funding environment that is characterised by:

- **Stability** Working towards a sustainable financial environment which enables long-term planning
- **Consistency, Co-ordination and Fairness** A standard, honest, proportionate and transparent approach across all sectors
- **Independence** Recognition of the third sector's rights to self-determination and campaigning
- **Accountability** The need for value for money and efficient use of public funds
- **A Focus on Outcomes and Needs** Recognising the benefits of placing individuals and communities at the centre of services and ensuring we are meeting outcomes for them
- **Timeliness** Allowing time for planning, decision-making and action so they have real effect
- **Funding Diversity** Recognising the strength of building mixed income-generation strategies
- **Discussion and Dialogue** Helping to understand each other's needs and building trust to identify and overcome problems before they impact on the delivery of outcomes.

2.2. In support of these principles the third sector undertakes to

- Recognise it is legitimate for the statutory sector to require public recognition of their funding in appropriate circumstances
- Recognise that public accountability inevitably requires honest and transparent reporting
- Be aware of and plan for the risks for which they are responsible, in particular the risks associated with the delivery of outputs and outcomes, and advise funders and partners of potential difficulties
- Be prepared to adopt quality assurance principles in management, governance and service delivery
- Be prepared to open up practices, processes and records to funders and partners and to be responsive to their support and advice

- Monitor feedback from people using the services, including compliments and complaints
- Recognise that there are competing demands for public spending and that there may be more organisations applying than money available
- Seek to avoid funding dependency and pursue funding diversity
- Recognise that funding may end if outcomes are not delivered or if agreed processes are not followed.

2.3. In support of these principles the statutory sector undertakes to:

- Work towards implementing three-year funding arrangements when these represent best value
- When asked, provide feedback on failed applications
- Recognise the cost of monitoring and encourage applicants to include this in funding bids
- Raise any concerns about or risks to delivery and outcomes as soon as the concern comes to light
- Require information only that is needed or will be used to assess performance whilst reserving the right of access in the event of suspected fraud or impropriety.

2.4. Together, the third sector and the statutory sector undertake to:

- Respect confidentiality within the bounds of legal requirements
- Recognise the need for full cost recovery
- Recognise the need for a reserves policy
- Agree measurable outcomes to be reported on and develop proportionate reporting formats
- Establish how the outcomes of the service/project can best be sustained and contribute to the long-term capability of voluntary and community organisations
- Take account of good practice and strive for continuous improvement
- Ensure that main point of contact details are provided and that good communications are maintained.

2.5 Dealing with disputes

Early resolution of complaints should be sought as close to the source as possible. Any disputes in relation to individual funding relationships or to the application of this framework should initially be made to the commissioner concerned. If unresolved, the issue should be escalated through the relevant local complaints system, management structure or partnership as appropriate. If the complaint or dispute is not resolved through these processes, or if it has widespread implications for the third sector or for local policy or practice, the issue should be raised through the Compact Resolution Process.

3. GRANT FUNDING CODE

3.1. With regard to grants not subject to contract, the Compact Code signatories agree to the undertakings set out below.

3.2 The third sector undertake to:

- Fully consider the terms set out in the offer letter or agreement and ensure these can be met
- Use the grant only for the purpose stated and within the timescale agreed
- Work towards identifying unit costs wherever possible
- Provide information on what was achieved with the grant
- Recognise that the grant (in whole or in proportional part) may be withdrawn or may be reclaimed if the recipient fails to adhere to the grant conditions or fails to deliver the agreed objectives or fails to provide adequate reporting or to submit invoices on time.

3.3. The statutory sector undertake to:

- Publish details about each grant scheme, including timetables, what the scheme is trying to achieve, what information is needed, how long it will take, what the process is and whom to contact for more information
- Ensure that application forms are easy to read and understand, with guidance notes, and available in alternative formats
- Make grant offers in writing including payment arrangements, any conditions that need to be met, any restrictions on the use of the funds and reporting arrangements
- Provide 12 weeks' notice of the end of a funding arrangement (if not specified in the offer letter or agreement)
- Fully justify any action taken to withdraw or reclaim grant monies.

3.4. Together third sector and statutory sector undertake to:

- Ensure that any under-utilisation of a grant or underspend is identified as early as possible and that arrangements are made for its use before the end of the financial year.

4. The COMMISSIONING AND PROCUREMENT CODE

4.1. The commissioning cycle is more formal and can broadly be distilled into four key processes:

- **Planning**
- **Procuring**
- **Monitoring and Reporting**
- **Concluding**

4.2. Planning

The planning stage of the commissioning cycle combines the:

- Identification of needs
- Prioritisation of needs
- Development of commissioning intentions.

The local third sector should have a number of roles throughout these processes:

- As representatives at a strategic level
- As providers and potential providers of the service
- As advocates on behalf of certain user groups where appropriate.

The third sector undertake to:

- Contribute constructively to the design of services and focus their contribution on the needs of end users
- Respect confidentiality and be clear about who they represent and how they came to their views.

The statutory sector undertake to:

- Consult potential provider organisations, including those from the third sector, within the bounds of legal constraints and requirements, with regard to the design, priorities, services and projects. Clear distinctions need to be maintained at all times between the consultative stage and the design of service specifications.

Consultation could include:

- a) Inviting potential provider organisations to discussions at least 12 weeks prior to contract advertisement
 - b) Where, necessary setting up strategic groups to consider issues
 - c) Considering whether certain user groups would benefit from advocacy support to engage in the service design process
- Recognise that contributing to the design process takes time and resources
 - Be open about its needs, priorities and targets and the driving force behind them and be willing to change them in the light of compelling evidence

- Consider where it may be appropriate to commission local third sector organisations to conduct local mapping exercises and/or research amongst the communities/user groups with which they have contact.

Together the third sector and statutory sector undertake to:

- Identify how risks can be passed to the statutory authority or a voluntary and community organisation best able to deal with them
- Develop optimum size of contracts – ensuring that sizes are appropriate to help secure a diverse supply base and to encourage organizations of all sizes to compete
- Identify how possible conflicts of interest arising from consultation and intentions to tender can be prevented.

4.3. Procuring (The application and tender process)

A well managed application and tender process means that applications from those organisations best able to deliver will succeed.

Commissioners need to determine the most appropriate mode of procurement, complying with the commissioning agency's financial procedures and also with appropriate principles of the EC Treaty. The overriding principle must be towards equality of treatment, non-discrimination and transparency³.

Initially there may be a pre-tender qualification (PQQ) process to establish a select list. To assist the Commissioner in their risk assessment obligations, interested organisations will need to provide information on their processes, policies and relevance for the general area of work.

The third sector undertake to:

- Ensure their eligibility when applying, that their suggested work meets the aims of the contract specification and that they understand the requirements
- Recognise and respect that the final decision on whether to award the contract rests with the commissioner.

The statutory sector undertake to:

- Give reasonable notice of procurement contract opportunities to comply with Public Contract Regulations 2006
- Publish the criteria against which applications and tenders will be assessed and make decisions in accordance with those criteria
- Seek to develop a joint county-wide PQQ process where feasible
- Promote opportunities widely and consider proactive approaches to encourage organisations to bid. This is particularly important for third sector organisations who may not have engaged in the commissioning process before

³ Refer to the 'Information and Contacts' section of this Code for further information on thresholds and regulations.

- Provide the environment to stimulate the market for third sector providers e.g. through commissioning third sector infrastructure agencies to provide training for capacity building in commissioning skills within the sector
- Provide sufficient time for organisations to respond, particularly to larger pieces of work or those involving joint working
- Provide timely notification of decisions and give adequate notice in advance of the expected date of the commencement of the contract. If possible, this should be at least 12 weeks for new services or projects
- Ensure that third sector organisations are not required to provide additional information and assurances to those required from providers from other sectors.

4.4. **Terms of Delivery**

Effective terms of delivery will give clear expectations of what is to be delivered and by when, so that organisations can plan and deliver effectively and so that the best possible outputs and outcomes are achieved. This approach will also ensure that risks are recognised and placed with the public sector body or third sector organisation best able to manage them.

The third sector undertake to:

- Agree terms of delivery at the outset.

The statutory sector undertake to:

- Explain and agree terms of delivery (such as success and performance criteria) with the organisation before the contract is entered into
- Agree a simple process for controlling any changes to the agreement, including the actions that will be taken if the organisation is failing to deliver, and include these in plain English as part of the contract
- Ensure that conditions are directly related to the intended outcomes of the project.

4.5 **Payment Terms**

Services should be funded in the most effective way so that the best possible long-term outcomes are achieved. Payment terms should allow the organisation to plan and develop for the future and create positive incentives to perform.

The third sector undertake to:

- Agree with the commissioning body a clear understanding about payment terms.

The statutory sector undertake to:

- Consider the timing of payments to create the right incentives for delivery
- Where feasible, consider making payments in advance of expenditure rather than in arrears, taking into account the impact this may have on the organisation and the service
- Subject to contract terms, make payments within 30 days when correctly invoiced.

4.6. **Monitoring and Reporting**

Effective monitoring focuses on outcomes, is proportionate and not burdensome, and ensures transparency about the use of funds and what they have achieved. Effective agreed monitoring, with good management information, will ensure that changes or problems are identified and addressed at an early stage.

The third sector undertake to:

- Keep documentation to allow monitoring by funders' internal and external auditors, and allow right of access, as agreed
- Provide monitoring information as specified in the terms of delivery.

The statutory sector undertake to:

- Develop standardised reporting requirements across the county for those organisations that receive funding from more than one funding agency, and set up joint commissioning arrangements where appropriate
- Agree with the third sector organisation the level and type of monitoring that will be required, including action to be taken if delivery targets are not met, before signing the contract.

4.7. **Concluding a Financial Relationship**

The Code seeks to achieve a well managed process for the conclusion of a financial relationship. This includes when the contract finishes; if funding ends earlier than the intended closure because delivery targets are not met; or if funding ends as a result of a review of strategic or development funding. Detail of how termination of contract due to mismanagement or negligence will be dealt with will be set out in individual contracts. A well managed process will:

- Minimise the negative impact on service users
- Focus on the long term stability of the third sector organisation
- Ensure a continuing constructive relationship
- Ensure effective arrangements are made for a seamless hand-over to the Council or any other successor organisation.

The third sector undertake to:

- Recognise that funding may end as priorities change, subject to the terms of existing agreements and contracts
- Plan in good time for different situations to reduce any potential negative impact on both users and the organisation
- Adhere to their duties as good employers (for example, by giving required redundancy periods).

The statutory sector undertake to:

- Give at least 12 weeks' notice with respect of decisions to terminate contract conditions (unless there are serious breaches of the contract by the third sector body) if the contract is terminated before the end of the period the

contract covers, in order to allow voluntary and community organisations to fulfil their duties as good employers and prepare alternative plans

- Give the reasons for the end of the funding agreement or contract and allow the provider organisation to respond to proposals to change or end an arrangement
- Recognise and allow for additional costs to satisfactorily, ie legally and contractually, conclude a project if funding is cut before the planned end date.

4.8 Statutory Requirements

As Public Authorities, the statutory sector are subject to a number of statutory duties, including those relating to discrimination, human rights and the freedom of information. These statutory duties and obligation may be of relevance in funding and commissioning arrangements and so may need to be considered as part of this Code.

The third sector undertake to:

- Recognise statutory duties and obligations and ensure that work is compliant with such, so not causing an Authority to breach those requirements
- Assist, where appropriate, the statutory sector in complying with those requirements.

The statutory sector undertake to:

- Notify the third sector organisations where assistance is required or where they become aware that there are concerns.

5. ASSET TRANSFER CODE

5.1. Transfer of Assets

- 5.2. There are many circumstances in which assets may be transferred from public agencies to the third sector. The Quirk Review has re-focused the emphasis on asset transfer and, at present, the identification of what constitutes best practice has yet to emerge from this new focus.
- 5.3. However, a request to consider transfer of assets should be supported by a comprehensive and robust business case that fully addresses these considerations. It is expected that the organisation requesting the transfer will undertake the necessary investigations and supply full financial details within their proposals.
- 5.4. Local authorities are recommended to have developed processes by which requests for Asset Transfer can be progressed and assessed. More information regarding Cambridgeshire County Council's approach to such requests can be found on the web site. It should be noted that this process may be revised as a result of expected guidance from central government due in September 2008.

6. CONTACTS AND INFORMATION

ADVICE AND ASSISTANCE IN CAMBRIDGESHIRE

It is the intention to provide a full advisory service via the **Cambridgeshire Compact Website** which can be found at
<http://www.cambridgeshire.gov.uk/council/depts/ecsoffice/learning/compact>

Lead Compact Organisations - Third Sector

Cambridgeshire ACRE

Support, advice and projects supporting rural communities
<http://www.cambsacre.org.uk/>

01353 860850

Cambridge Council for Voluntary Service, also covering South Cambridgeshire

<http://www.cambridgecvs.org/>

01223 464696

Voluntary & Community Action East Cambridgeshire

<http://www.vcaec.org.uk/>

01353 666556

Hunts Forum

<http://www.huntsforum.org.uk/>

01480 420601

Fenland Council for Voluntary Service

<http://www.fenlandcvs.co.uk/>

01354 659772

Cambridgeshire Community Foundation

Grants to local VCS groups

<http://www.cambscf.org.uk/>

01223 421588

The Social Enterprise People Advice and support with regard to commissioning and general social enterprise development

<http://www.thesocialenterprisepeople.co.uk/>

01223 360977

Young Lives Support for organisations working with children, families and young people

<http://www.young-lives.org.uk>

01480 494333

Guidance, Employment & Training (GET) Group

Also co-ordinating VCS Learning Consortia

Email: timc@getgroup.org.uk

01223 691111

Local Authority Contacts**Cambridgeshire County Council**

The County Council has a range of commissioners. To be signposted to the correct officer please contact sandie.smith@cambridgeshire.gov.uk
01223 715471

Cambridge City Council

Elaine Shortt
elaine.shortt@cambridge.gov.uk
01223 457968

South Cambs District Council

Grants

Susannah Harris
susannah.harris@scambs.gov.uk

Commissioning

Sean Missin
Sean.missin@scambs.gov.uk

East Cambridgeshire District Council

Suzanne Goff
suzanne.goff@eastcambs.gov.uk

Fenland District Council

Grants

Hetty Thornton
hthornton@fenland.gov.uk

Commissioning

Guy Robinson
grobinson@fenland.gov.uk

Huntingdonshire District Council

Dan.Smith@huntsdc.gov.uk

Other Information**ACEVO Contracting Good Practice Briefings**

Follow these links or visit <https://www.acevo.org.uk>

- Tendering and Bidding Briefing: Give your tender a winning chance
- Impact Briefing: Putting impact at the heart of the tendering process
- Negotiation Briefing: Effective negotiating to secure better outcomes
- VAT Briefing: VAT made simple when working in partnership

Full cost recovery: a guide and toolkit on cost allocation'

ACEVO 2004 publication

www.acevo.org.uk/main/publications.php?content=pubcatalog

The National Finance Hub also has detailed advice on all aspects of funding and finance.

<http://www.financehub.org.uk/default.aspa>

HM Treasury Guidance to funders and purchasers can be found at
<http://www.hm-treasury.gov.uk/media/9/4/guidncefunders1505061v1.pdf>

Good Grant Making, Association of Charitable Foundations, 1997
www.acf.uk/public_print/trusts_guidelines.htm

EU Commissioning Regulations

The definition of Part A and Part B services for commissioning purposes are covered by the Public Contracts Regulations 2006 Schedule 3.

<http://www.opsi.gov.uk/si/si2006/20060005.htm#sch3>

Selling services to government

<http://www.supply2.gov.uk/>

IDeA National Programme for Third Sector Commissioning

<http://www.idea.gov.uk/idk/core/page.do?pagelId=6583598>

Cambridgeshire Supporting People, includes link to national web site (kweb)

http://www.cambridgeshire.gov.uk/social/supportingpeople/?wbc_purpose=http%3a%2f%2fwww.intel.com%3f%22%3e%3c%22%3e%3c

7. GLOSSARY

Asset Transfer

Local communities' ability to acquire land and buildings, either at market value or possibly at a discount, in order to deliver services that meet local need. It is seen as one way in which local authorities, in particular, can support the development of social economy organisations, and thereby meet their wider strategies for renewal and improved delivery of local services.

BEST VALUE

Best value is "the optimum combination of whole life costs and benefits to meet the customer's requirement." Best value is about more than cost. Best value is about continuously improving services. Improvements should be significant and measurable and must reflect the long-term well-being of the community as well as short-term objectives.

BME

Black and minority ethnic.

Commissioning

Defined as the 'authority to perform a task or certain duties' (OED). In this context it is the process of specifying, securing and monitoring services to meet people's needs at a strategic level. This definition refers to the whole commissioning cycle and can relate equally to both funding and purchasing activities. The term 'commissioner' means the body for whom the services are being provided.

Contract

A contract is in place where a service is provided in return for payment. Every contract should define the services to be provided in the specification. This defines delivery standards to be expected and/or service levels and is often referred to as a Service Level Agreement (SLA).

Cambridgeshire Compact Development Group

A joint group of Cambridgeshire Local Authorities and lead voluntary and third sector development agencies. It includes all the County Council service areas, District Councils, the Cambridgeshire Association of Local Councils and NHS Cambridgeshire. Voluntary sector partners include all the Councils for Voluntary Service, Young Lives, Cambridgeshire ACRE, Age Concern, The Social Enterprise People, the GET Group and Cambridgeshire Voluntary Sector Infrastructure Consortium.

Compact Resolution Process

The Cambridgeshire Compact Disputes Resolution Process can be found on the Cambridgeshire Compact Website.

Infrastructure Organisation

Voluntary and community organisations that play a supporting, co-ordinating, representation, policy-making and development role for other voluntary and community organisations.

Full Cost Recovery

Full cost recovery means recovering or funding the full costs of a project or service. In addition to the costs directly associated with the project, such as staff and equipment, projects will also draw on the rest of the organisation. For example, adequate finance, human resources, management and IT systems are also integral components of any project or service.

The full cost of any project therefore includes an element of each type of overhead cost, which should be allocated on a comprehensive, robust and defensible basis. The methods used by the voluntary and community sector to allocate full costs should follow these principles:

- The method should be simple so that the amounts can be calculated without disproportionate effort
- The method must be equitable where there are several funders of different services
- Costs should be recovered only once; where a grant has been given specifically for other costs, those should not be included in calculating amounts to be paid by other funders.

Gift in Kind

Non-financial support to organisations provided without cost, for example staff time, use of facilities and services or donated goods.

Grants

Provided to subsidise an organisation's activities. They are normally:

Core grants - general subsidies to be used as the recipient feels appropriate or

Specific grants where there are conditions attached on how the money is to be used, or may be linked to an SLA.

Match funding

Funding that is found by groups to match, pound for pound, the size of a grant that has been offered by a funding organisation. It is often a requirement to qualify for grant approval.

Procurement

Defined as being the acquisition of goods and/or services from third party suppliers under legally binding contractual terms where all the conditions necessary to form a legally binding contract have been met. Such acquisitions are for the direct benefit of the contracting authority, necessary for the delivery of the services it provides or for the running of its own business. ('Improving financial relationships with the Third Sector' HM Treasury May 2006)

Reserves Policy

A key financial policy requirement which ensures that an organisation has appropriate funds to sustain services during possible fluctuations in income. This policy also needs to demonstrate financial probity and that reserves are proportionate to organisational function.

Service Level Agreement

The term Service Level Agreement (SLA) has been used to describe some grant contracts that set binding conditions with detailed specifications for levels of outcome and output performance. An SLA can relate to a “supply” of a service or an administration of a grant award. (‘Improving financial relationships with the Third Sector’ HM Treasury May 2006)

Strategic Grant

Funding that is given to often well established organisations recognised to be of strategic importance and whose continued existence are considered to be beneficial.

Tender

A competitive procedure by which a bid is made to provide services at a certain price, volume and service standard.

Third Sector

The collective name for charities, voluntary, non-government, social enterprise and campaigning organisations. This may include faith groups, social enterprises, co-operatives and mutuals.

VAT - Value Added Tax

As this is a highly complex area of finance, it is essential that organisations tendering for contracts and submitting applications for grants obtain professional advice regarding their VAT position. Cambridgeshire County Council contracts contain the following standard clause:

‘.. the Council shall pay to the Contractor such Value Added Tax as may properly be chargeable by the Contractor in connection with the provision of the Service. The Contractor shall issue a tax invoice in respect thereof.’

SOUTH CAMBRIDGESHIRE DISTRICT COUNCIL

REPORT TO: The Leader

15 January 2009

AUTHOR/S: Chief Executive / Partnerships Manager

LOCAL AREA AGREEMENT: QUARTER 1 & 2**Purpose**

1. To update the Leader on performance against Local Area Agreement (LAA) targets with data from April 2008 until September 2008.




Background

2. The Local Government and Public Involvement in Health Act 2007 placed a statutory requirement on the County Council to develop a LAA and places duties on named partners to co-operate with the authority. The district council is named as a partner authority. The new statutory guidance places a responsibility upon named partners to have "due regard to" the delivery of an LAA. The new 'duty to cooperate' with LAAs came into legal effect on 4th March 2008.
3. The Secretary of State signed off Cambridgeshire's new LAA in June 2008.
4. The responsible local authority (County Council) and its partner authorities must, in exercising its functions, have regard to every local improvement target specified in the local area agreement that relates to it.

Considerations

5. Countywide action plans have now been developed for the majority of the LAA indicators and officers at South Cambridgeshire District Council are also developing a plan to ensure that the council is contributing towards achieving relevant targets. District councils in Cambridgeshire play a lead role in delivering against very few indicators, however, there are a number of indicators where the Council can add value.
6. The dashboard at Appendix A summarises LAA thematic block performance and identifies areas where underlying priorities and indicators are performing well or falling short of expectations. Each indicator is assessed in terms of whether the indicator is currently on track based on performance to date and on the risk of the target not being met in the future.
7. In addition to many of the indicators being new with missing baselines or targets, a large number of indicators included in the LAA are collected bi-annually or annually in Cambridgeshire. As more data becomes available the reports will become more valuable in terms of performance management.
8. A summary of the performance of each block is given, however, this should at present be viewed with caution. Each indicator is currently weighted equally and only indicators where performance data is available are included in the summaries and overall percentages; the summaries are skewed by the amount of data currently

unavailable. The indicators, minus missing or unavailable data, are aggregated in block summaries. This is colour coded using the RAG system as follows:

On target / Low risk of not achieving outcome	
Target narrowly missed / Moderate risk of not achieving outcome	
Target missed significantly / Serious risk of not achieving outcome	
No data	

9. Of the 55 indicators selected in the LAA, 21 (38%) indicators have data reported on and 10 (18%) have had the risk to target achievement assessed. For those reported indicators without a risk assessment, 3 are without an agreed baseline/target, 4 have provisional data and for 4 indicators performance management arrangements within the responsible partnerships are to be developed further.
10. Of the 21 measured indicators, 6 (29%) are on target, which gives the LAA an **amber** colour status over all. Of the 10 risk indicators reported 6 (60%) have been assessed as having a moderate risk of missing their targets, so the LAA risk over all is **amber**.
11. The overall direction of travel for the thematic blocks is **going up**. However, this is based on only 4 out of the 6 thematic blocks, as 2 blocks have no data reported for quarter 1 and quarter 2.
12. LAA performance reports will be considered by the new strategic thematic partnerships, Local Strategic Partnerships and the Cambridgeshire Together Board on a quarterly basis.
13. Performance officers across partner organisations are working hard to agree a unified approach to data collection and performance management in support of the LAA, crucially in readiness for April 2009 and the advent of the Comprehensive Area Assessment. This will require ongoing leadership support from all partners and the Cambridgeshire Together Board.

Recommendations

14. The Leader is recommended to note the content of the performance dashboard and agree to receive further performance reports on the LAA, including South Cambridgeshire District Council activity reports, as data becomes available.

Background Papers: the following background papers were used in the preparation of this report:

- Local Area Agreement Quarter 1/Quarter 2 Report to Local Area Agreement Reference Group dated 10th December 2008.

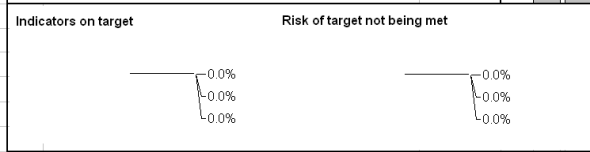
Contact Officer: Gemma Barron - Partnerships Manager
Telephone: (01954) 713340

Cambridgeshire's Local Area Agreement Summary Dashboard

Performance (P)		Risk (R)	
Target missed significantly	■	Serious risk of not achieving outcome	■
Target missed narrowly	■	Moderate risk of not achieving outcome	■
On target	■	Low risk of not achieving outcome	■
No data	■	No data	■

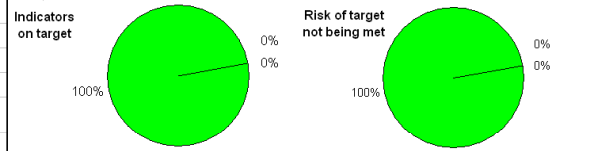
Performance: This relates to whether targets have been achieved
 Risk Assessment: This relates to the risk of not achieving the outcomes/indicator targets by the end of 2008/2009. This assessment is therefore forward-looking, and is based on evaluation of both progress to date and of those interventions in place, or planned, which will help deliver the outcome.

THEME 1 – Managing Growth P R



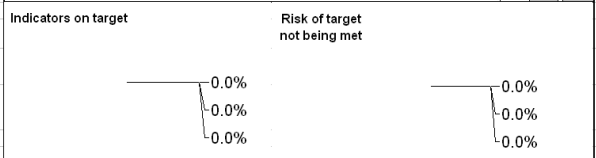
Indicator	Cambs County	Cambridge	East Cambs	Fenland	Hunts	South Cambs
NI 005 Overall/general satisfaction with local area	?	?	?	?	?	?
NI 154 Net additional homes provided	↑	?	?	?	?	?
NI 155 Number of affordable homes delivered (gross)	↓	?	?	?	?	?
NI 159 Supply of ready to develop housing sites	?	?	?	?	?	?
NI 198 Children travelling to school – mode of travel usually used	?					

THEME 2 – Economic Prosperity ↑ G G



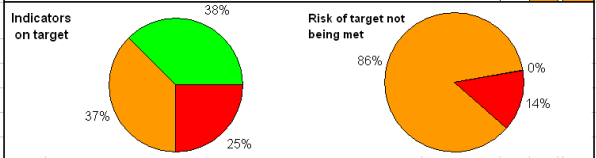
Indicator	Cambs County	Cambridge	East Cambs	Fenland	Hunts	South Cambs
NI 152 Working age people on out of work benefits (Fenland only)	↔					
NI 163 Proportion of population aged 19-64 for males and 19-59 for females qualified to at least Level 2 or higher	↑					
NI 172 % of small businesses in an area showing employment growth	?	?	?	?	?	?
NI 182 Satisfaction of businesses with local authority regulation services	↑ G G	?	?	?	?	?

THEME 3 – Environmental Sustainability ? P R



Indicator	Cambs County	Cambridge	East Cambs	Fenland	Hunts	South Cambs
NI 177 Local bus passenger journeys originating in the authority area	?	?	?	?	?	?
NI 186 Per capita reduction in CO2 emissions in the LA area	?	?	?	?	?	?
NI 188 Adapting to climate change	?	?	?	?	?	?
NI 197 Improved Local Biodiversity – proportion of Local Sites where positive conservation management has been or is being implemented	?	?	?	?	?	?

THEME 4 – Equality & Inclusion ↑ A A



Indicator	Cambs County	Cambridge	East Cambs	Fenland	Hunts	South Cambs
NI 051 Effectiveness of child and adolescent mental health (CAMHs) services	↑ A A					
NI 054 Services for disabled children	?					
NI 056 Obesity in primary school age children in Year 6	?	A	A			
NI 069 Bullying	?					
NI 070 Hospital admissions caused by unintentional and deliberate injuries	?	?	?	?	?	?
NI 110 Young people's participation in positive activities	?					
NI 111 First time entrants to the Youth Justice System aged 10 – 17	↑ G A					
NI 112 Under 18 conception rate	?					
NI 120 All-age all cause mortality rate	?	?	?	?	?	?
NI 123 Stopping smoking	?					
NI 125 Achieving independence for older people	?					
NI 131 Delayed transfers of care from hospitals	↓ G A					
NI 135 Carers receiving needs assessment/ review/ training	↓ R R					
NI 136 People supported to live independently (all ages)	↑ A A					
NI 141 % of vulnerable people achieving independent living	↓ R A					
NI 148 Care leavers in EET	↑ G A					

(THEME 5 & THEME 6 Continued on next page...)

