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24 June 2009

To: The Leader – Councillor RMA Manning  
Deputy Leader – Councillor SM Edwards  
Members of the Cabinet – Councillors Dr DR Bard, TD Bygott, Mrs SM Ellington,  
MP Howell, TJ Wotherspoon and NIC Wright  
Quorum: 4 plus the Leader or Deputy Leader

Dear Councillor

You are invited to attend the next meeting of **CABINET**, which will be held in the **SWANSLEY ROOM, GROUND FLOOR** at South Cambridgeshire Hall on **THURSDAY, 2 JULY 2009** at **2.00 p.m.**

Yours faithfully  
**GJ HARLOCK**  
Chief Executive

**The Council is committed to improving, for all members of the community, access to its agendas and minutes. We try to take all circumstances into account but, if you have any specific needs, please let us know, and we will do what we can to help you.**

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AGENDA		PAGES
PROCEDURAL ITEMS		
1.	<b>Apologies for Absence</b> To receive apologies for absence from Cabinet members.	
2.	<b>Minutes of Previous Meeting</b> To authorise the Leader to sign the Minutes of the meeting held on 14 May 2009 as a correct record.	1 - 6
3.	<b>Declarations of Interest</b>	
4.	<b>Public Questions</b>	
RECOMMENDATIONS TO COUNCIL		
5.	<b>Cambridge Sport Lakes Trust: Request for Capital Grant Aid</b> Mick Woolhouse, Company Secretary and Director of CSLT and Mike Muir-Smith, Chairman of CSLT will be making a short presentation to Members prior to consideration of this item	7 - 14

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| <b>6.</b> | <b>Capital Programme - Awarded Watercourses</b> | <b>15 - 16</b> |
| <b>7.</b> | <b>Food Safety Service Plan 2009-10 (Key)</b>   | <b>17 - 44</b> |

**POLICY ITEMS**

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| <b>8.</b> | <b>Listed Buildings and Biodiversity Supplementary Planning Documents (SPD) (Key)</b><br>The report and appendix 1 are attached. Appendices 2-5 are available on the Council's website, <a href="http://www.scambs.gov.uk">www.scambs.gov.uk</a> and in the Members' lounge | <b>45 - 60</b> |
| <b>9.</b> | <b>Community Engagement Strategy (Key)</b>  | <b>61 - 88</b> |

**OPERATIONAL ITEMS**

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|------------|---|-----------------|
| <b>10.</b> | <b>Equality Standard for Local Government - Level 2</b>   | <b>89 - 94</b>  |
| <b>11.</b> | <b>Appointments to Outside, Joint and other Member bodies</b><br>Cabinet is requested to make appointments in accordance with the attached schedule | <b>95 - 98</b>  |
| <b>12.</b> | <b>NI 179 (formerly Annual Efficiency Statement)</b>  | <b>99 - 102</b> |

**INFORMATION ITEMS**

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| <b>13.</b> | <b>Addressing the Economic Downturn - Quarterly Report</b>  | <b>103 - 108</b> |
| <b>14.</b> | <b>External Audit and Inspection Letter 2007/08</b><br>Cabinet is requested to note the contents of the attached document | <b>109 - 124</b> |
| <b>15.</b> | <b>Integrated Business Monitoring Report and Updated Financial Position 2008/09</b>                                       | <b>125 - 148</b> |

**STANDING ITEMS**

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| <b>16.</b> | <b>Issues arising from the Scrutiny and Overview Committee</b>        |
| <b>17.</b> | <b>Updates from Cabinet Members Appointed to Outside Bodies</b>       |
| <b>18.</b> | <b>Reports from Cabinet Members attending Parish Council meetings</b> |

## **GUIDANCE NOTES FOR VISITORS TO SOUTH CAMBRIDGESHIRE HALL**

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### **Disturbance by Public**

If a member of the public interrupts proceedings, the Chairman will warn the person concerned. If they continue to interrupt, the Chairman will order their removal from the meeting room. If there is a general disturbance in any part of the meeting room open to the public, the Chairman may call for that part to be cleared.

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**SOUTH CAMBRIDGESHIRE DISTRICT COUNCIL**

Minutes of a meeting of the Cabinet held on  
Thursday, 14 May 2009

**PRESENT:** Councillor RMA Manning (Leader of the Council)  
Councillor SM Edwards (Deputy Leader of the Council and Housing Portfolio Holder)

<b>Councillors:</b>	Dr DR Bard	New Communities Portfolio Holder
	Mrs SM Ellington	Environmental Services Portfolio Holder
	MP Howell	Staffing Portfolio Holder
	AG Orgee	Finance Portfolio Holder
	TJ Wotherspoon	Policy, Improvement and Communications Portfolio Holder
	NIC Wright	Planning Portfolio Holder

Officers in attendance for all or part of the meeting:

Holly Adams	Democratic Services Officer
Steve Hampson	Executive Director
Greg Harlock	Chief Executive
Keith Miles	Planning Policy Manager
Jonathan Dixon	Principal Planning Policy Officer (Transport)

Councillors JD Batchelor, SGM Kindersley, Mrs CAED Murfitt and Mrs BZD Smith were in attendance, by invitation.

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**Procedural Items**

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**128. MINUTES OF PREVIOUS MEETING**

The Leader was authorised to sign as a correct record the minutes of the meeting held on 16 April 2009.

Councillor MP Howell informed Cabinet that the Council was expected to attain the next level of the Equalities Standard for Local Government by the end of June 2009. The Scrutiny and Overview Committee would be evaluating the Council's progress at its June meeting, and there would be an external peer review.

**129. DECLARATIONS OF INTEREST**

Councillors JD Batchelor, SGM Kindersley and AG Orgee declared personal non-prejudicial interests in items 5, 6 and 7 on the agenda as elected Cambridgeshire County Councillors.

**130. PUBLIC QUESTIONS**

None received.

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**Decisions made by Cabinet**

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**131. CAMBRIDGESHIRE STRATEGIC POLICY ADVICE TO THE EAST OF ENGLAND REGIONAL ASSEMBLY - REVIEW OF REGIONAL SPATIAL STRATEGY (RSS)**

As a partner of Cambridgeshire County Council, the strategic planning authority, Cabinet was asked to confirm the District Council's response to the East of England Regional Assembly (EERA) review of the Regional Spatial Strategy. Members aimed to maintain the previously agreed levels of development in South Cambridgeshire villages without causing detrimental effects to neighbouring districts, some of which sought increased development for their towns.

Cabinet **AGREED** the following conclusions on the key points of advice which Cambridgeshire should provide to EERA:

- (a) Support for a Cambridgeshire vision for the future of the County supported by specific objectives against which alternative strategies can be tested. The spatial planning vision and the objectives, as currently drafted, are set out fully elsewhere in Appendix 1. High aspirations are set for Cambridgeshire at 2031 in relation to:
  - its people;
  - the economy;
  - transport and accessibility;
  - sustainability;
  - the environment; and
  - climate change.
- (b) The scenarios provided for testing by EERA are not realistic for Cambridgeshire. They imply housing growth between 2006 and 2031 of at least 98,000 homes, based on a continuation of the RSS rate (3,900 per annum [pa]). At the higher level they suggest 129,000 homes (5,200 pa).
- (c) The most appropriate and realistic rate of growth, related to performance over the last 10 years and to foreseeable prospects for the economy as well as for delivery is considered to be at least 75,000 new homes. This provision is already committed in the current strategy and would provide for a rate of 3,000 pa up to 2031.
- (d) Provided that a convincing case can be made for sustainable development of selected market towns in Huntingdonshire, East Cambridgeshire and Fenland, some flexibility for higher rates of growth and some additional allocations but overall provision should be no higher than 90,000 homes at the maximum (3,600 pa).
- (e) The successful delivery of the current strategy (as set out in the 2003 Cambridgeshire and Peterborough Structure Plan and in the 2008 East of England Plan) must remain the top priority. It includes urban extensions around Cambridge, the new settlement at Northstowe and expansion of market towns. The recovery from the recession must not be allowed to undermine the quality of development which needs to be undertaken to a high standard and with adequate provision of jobs, affordable housing, key infrastructure and opportunities for sustainable travel / access to high quality public transport.
- (f) Given limitations on likely future investment, any refinement of the existing strategy must have its foundations in making the best use of existing infrastructure in planning future growth.

- (g) The improvement of conditions in Cambridgeshire's market towns can be supported, recognising that this will bring with it a need for investment in appropriate infrastructure, regeneration of the urban fabric and increasing the prospects for new jobs. With such improvements the larger towns will have capacity for further sustainable housing growth, which in itself will help to underpin local retailing, services and related employment as well as support nearby rural communities in South Cambridgeshire.
- (h) Related to this, South Cambridgeshire can support the need to address the economic prospects of Cambridgeshire in areas away from Cambridge (i.e., Fenland and the northern parts of Huntingdonshire and East Cambridgeshire).
- (i) It is accepted that Cambridge and its environs will remain the main focus for economic growth and employment, including research and knowledge based industry. This sub-region is an important engine of growth for Cambridgeshire, the region and for the United Kingdom. Appropriate provision must therefore be made for new homes and supporting infrastructure to enable a sustainable link between employment and the workforce, whilst at the same time recognising the very important role of the Cambridge Green Belt in retaining the essential character of the City.
- (j) Support the delivery of the current strategy as the basis for the spatial strategy for Cambridgeshire for the period up to 2031, augmented where justifiable and deliverable with further balanced expansion, linked to the overall vision and strategic objectives for Cambridgeshire, as follows:
- market towns – regeneration in selected locations;
  - transport links – alongside this, there may be some limited potential for sustainable expansion at other towns with excellent transport links;
  - Cambridge – strategic review of the Green Belt; and
  - rural areas – Significant development in villages is not generally sustainable and does not form a part of the strategy. Only small-scale development to meet local housing needs will normally be permitted.
- (k) South Cambridgeshire's experience is that the sequential strategy set out in current East of England Plan policy CSR1 will at the very least require amendment. As presently drafted its cascading provisions provide for more development in unsustainable locations in villages than intended. South Cambridgeshire's experience in preparing its Core Strategy based on this policy is that PPS3's emphasis on delivery can drive housing numbers lower down the sequence than anticipated if there are any delays in delivering development further up the sequence.
- (l) Agree that there are considerable doubts about the viability of any further new settlements because:
- it will be very costly to provide suitable infrastructure;
  - they are unlikely to be sustainable for jobs, services or transport;
  - they will divert from the delivery of the current strategy up to 2031; and
  - the scale of housing growth likely to be deliverable does not justify further new settlements at this stage.
- (m) Agree that the Arup study of Regional Scale Settlement options is not an adequate basis for drawing up spatial strategy for Cambridgeshire or for the Region as a whole.
- (n) Agree that other key issues of vital importance in the development of future

strategy include:

- recognising external links between areas, such as Peterborough, King's Lynn and towns to the south of Cambridge and further links to London; and
- ensuring that the latest findings on climate change and flood risk are fully taken into account.

Over the summer, the County and District Councils will refine their approach on the spatial strategy outlined above including:

- assessing delivery issues and infrastructure costs;
- testing and augmenting the evidence base on developer proposals; and
- testing the impact on carbon emissions.

South Cambridgeshire is however concerned that changes to the economic prospects of Cambridgeshire over the last 12 months have not been yet been incorporated into the strategy. The changing economic landscape means that rather than being about planning high levels of housing provision to match previously forecast high levels of economic growth and job creation, the new East of England Plan needs to have a greater emphasis on the economy. This should begin with an investigation of the prospects for the local economy, the suitability of current policies and allocations for long-term recovery, and whether any revision of policy direction is needed to secure long-term prosperity.

#### **132. RESPONSE TO THE REGIONAL SPATIAL STRATEGY FOR THE EAST OF ENGLAND SINGLE ISSUE REVIEW TO ADDRESS PROVISION OF GYPSY & TRAVELLER CARAVAN SITES**

A number of changes to the draft Regional Spatial Strategy policy for provision of Gypsy and Traveller caravan sites had been recommended following an Examination in Public (EiP). The Secretary of State considered the recommendations and published proposed changes for consultation. In response to questions from members, the Principal Planning Policy Officer (Transport) confirmed that the proposed 3% population uplift had been tested at the EiP and found to be the best way forward until completion of new Gypsy and Traveller Accommodation Needs Assessments, and advised that the policy's approach beyond 2011 was in keeping with the Council's preferred approach, which advocated a wide distribution of permanent residential pitches across the region, with all local authorities required to make some provision.

Cabinet confirmed that its responses met the Council's strategic aim of being a listening council, as the responses took into account needs identified through discussion with local Gypsies and Travellers and the Ormiston Trust, and constructive criticism provided by settled residents.

Cabinet **AGREED** the following responses to the Regional Spatial Strategy for the East of England single issue review to address provision of Gypsy and Traveller caravan sites:

##### **Provision for Residential Pitches**

The Council accept the proposed change regarding pitch provision in South Cambridgeshire. On balance, whilst the proposed change increases the requirement for the district, it does so within the context of a wider regional approach to pitch provision. The Council has consistently supported the principle of a regional approach to distribution, and the principle that all authorities should make provision. This provides a more equitable and deliverable approach. It also has the benefit of providing greater choice to the Gypsy and Traveller community.



With regard to the proposed change, *'Insert the word 'Minimum' before Additional pitches required 2006-2011 in the District table in Policy H4'*: the policy needs to strike the right balance between allowing planning applications for Gypsy and Traveller accommodation to be permitted if the application meets the requirements set out in local development plans, and enabling Local Authorities to carry out enforcement activities on unauthorised developments and encampments where no planning permission has been sought or does not meet the requirement of the local development plans. Provision of pitches in line with the Policy will be a key test as part of any enforcement action. The inclusion of the word "minimum" into the policy makes this test unclear and is not helpful. Should a local authority area have made full provision for the number of pitches identified in the Policy then local criteria policies will determine whether any further applications are suitable, especially given the ongoing need to 2021 identified in the Policy. There is no need to introduce the word 'minimum', and it should be removed to avoid creating unnecessary challenges to enforcement activities. In addition, the recently approved South East Plan (May 2009) removed the proposed word "minimum" from the overall housing policy.

### **Provision of Transit Pitches**

The principle of a network of transit pitches across the region has merit; however, it is questionable whether there is a robust evidence to create a specific pitch requirement. In particular, the implications of the wider policy achieving higher levels of residential pitch provision on the need for transit provision is not fully understood.

Given the general need for permanent residential accommodation that currently exists, it would be likely that transit sites would be occupied as long-term residential sites, at least in the short term until permanent sites are established across the region. This could create significant management difficulties. A further problem is that if additional work is needed to inform Development Plan Documents (DPD) on transit provision this could delay the production and consequently delay the provision of permanent residential pitches which prompted this single issue regional plan review.

The proposed change would require the network of transit sites to be delivered in less than two years. This is not realistic or appropriate in every area given the problems identified above, and the time needed to establish the appropriate distribution of provision. A degree of flexibility should be added to the policy, to allow for the transit provision to be delivered in the subsequent five-year period if local circumstances meant this was a more appropriate approach.

### **Provision for Travelling Showpeople**

The Council object to this proposed change. The needs of Travelling Showpeople across the region should be the subject of further research, as there is currently insufficient evidence to make specific district- or county-based requirements. Evidence from the Showmen's Guild which led to the requirements was introduced at a very late stage in the plan making process, during the Examination in Public. It did not form part of the evidence base for the consultation process, and the appropriateness of the evidence and potential options for distribution of provision have not been subject to options testing or wider consultation. The figure included is considerably higher than the need identified through the Cambridgeshire Gypsy and Traveller Accommodation Assessment (GTAA), which indicated a need of only five plots. The evidence to guide distribution through a county is limited. The evidence base suggests a significant focus of need for some districts, which is not reflected in the proposed change. The introduction of a county-based requirement at this late stage could delay planning for Gypsy and Traveller pitches, if a DPD were held up to add on this process.

**Future Gypsy and Traveller Needs Assessments**

The approach to future reviews of Gypsy and Traveller Accommodation Assessments is supported. Levels of provision should continue to be tested and addressed on a regional level.

**133. CONSIDERATION OF WATER & SERVICE CHARGES ON COUNCIL-MANAGED TRAVELLERS' SITES**

The Staffing Portfolio Holder asked that this report be withdrawn, as he did not believe that it provided enough information for a considered decision by Cabinet. A revised version of the report would be presented to his next Portfolio Holder meeting, which would be scheduled as soon as possible. The Executive Director apologised for the report format.

Cabinet agreed that this item be **WITHDRAWN** from the agenda.

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**Standing Items**

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**134. ISSUES ARISING FROM THE SCRUTINY AND OVERVIEW COMMITTEE**

The Scrutiny and Overview Committee Chairman reminded Cabinet that the Committee had asked that Portfolio Holder meetings be scheduled for the civic year and that full public notice be given for all items for decision.

The Chairman reported that the member-led review of Arbury Park had been shortlisted as one of the top three scrutiny projects nationally and would be displayed at the national scrutiny conference on 9 June 2009. Cabinet congratulated the members and officers involved in its production and wished them luck in the contest finals.

Councillor SGM Kindersley commended the chairmanship, public engagement and quality of debates at the Scrutiny and Overview Committee.

**135. UPDATES FROM CABINET MEMBERS APPOINTED TO OUTSIDE BODIES**

Nothing reported.

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**The Meeting ended at 2.47  
p.m.**

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**SOUTH CAMBRIDGESHIRE DISTRICT COUNCIL**

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**REPORT TO:** Leader and Cabinet

2 July 2009

**AUTHOR/S:** Chief Executive

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**CAMBRIDGE SPORTS LAKE TRUST (CSLT): REQUEST FOR GRANT AID****Purpose**

1. To consider a request from Cambridge Sports Lakes Trust for a grant towards the extension and improvements to the Milton Country Park Visitor Centre.
2. This is a key decision because it would result in the Council incurring expenditure which is significant. This was first published in the Forward Plan in May 2009. If Cabinet is minded to approve a grant, for which there is no budget approval, then Council will be asked to agree the necessary funding at their meeting on 16 July 2009.

**Background**

3. The Milton Country Park Visitor Centre was designed, built and opened in 1993 as part of the Council's project to develop the park for the benefit of the community.
4. The Park was managed by the Council for fifteen years; however, in July 2007, a decision was made by Cabinet to outsource the management of the Park and this went out to tender. Following a competitive interview process, the Council's Member and Officer Project Team selected Cambridge Sports Lakes Trust (CSLT) to manage the Park on a 99 year lease. Subsequent negotiations between the Council and CSLT resulted in agreement for a one-off revenue endowment of £250,000 and the transfer of two members of staff.
5. At that time both parties were aware of the limitations of the design of the visitor centre, which in particular restricted income generation through café activities and hire of space. It was also acknowledged that, with its lakeside view and attractive setting, the building offered potential to provide a more commercial service.
6. As part of further negotiations, the Council made a verbal offer to CSLT inviting them to return at a later date with a request for a capital grant and a detailed proposal to extend and improve the visitor centre, to enable it to become more financially viable.
7. During its first year of operation in 2008/9, CSLT achieved a reduction in actual trading deficit - £121,793, saving approximately £10,000 on a forecast deficit of £131,112. This can be compared to net costs when the Park was managed by SCDC of - £301,803 in 2005/6 and - £231,163 in 2006/7. This has given the management and Trustees of CSLT confidence in their business plan forecasts.
8. CSLT has now had the opportunity to undertake market testing and assess the full business model for managing the park into the future, and the business case for the visitor centre in particular. Their assessment concludes that the improvements are essential to making the Park financially sustainable and the profiled Business Plan for the Park (attached at **Appendix 1**) is based on improvements to the visitor centre happening in year 2 (trading year 2009/10).

9. During the last year, the Park has seen a number of improvements and an increase in activities and events. Improvements have included the development of a new natural play area for which the CSLT secured a grant of £55,000 from the Dept Children Schools and Families. CSLT has launched a number of new sports development initiatives including junior triathlon competitions, rowing and water sport courses, which have stimulated new interest in the Park.
10. As part of these improvements, a pontoon is being constructed at the lakeside, to facilitate water sports lessons and this will be particularly suitable for beginners and people with a disability. The facility will improve overall access to the Park and increase opportunities for sports participation in a number of sports including rowing and canoeing. The pontoon will also provide essential access for the safety boat.
11. In 2008/9, SCDC awarded a capital grant of £10,000 to CSLT towards the pontoon, which is part of the overall water sports facility which will also include boats and equipment, funded through other external funding sources.
12. There is also a wide range of cultural and environmental events for all ages and the Park will host an event on 26 July to launch the 3 year count-down to the 2012 Olympics. The CSLT web site, [www.cambridgesportlakes.org.uk](http://www.cambridgesportlakes.org.uk) features the latest information.

### **Considerations: The Scheme**

13. The project comprises of a ground floor extension to “open out” the visitor centre creating a large, open and inviting space for the public to use. On a day-to-day basis this space will be used to provide a variety of seating for an extended café area. The space will also provide the flexibility to be used for other functions, either in conjunction with the upstairs area or on a stand-alone basis.
14. The existing Ranger office and visitor toilets will be captured into this new larger space and these elements will be moved into the new extension, including an increase in public toilets.
15. The existing café preparation area and shutter will remain in place but the café servery will be extended by the creation of a new built-in counter, running from the existing servery to the corner of the entrance of the new extension. This will enable the café to double up as a front of house/point of sale for the whole facility.
16. The project also includes new windows, including velux windows, to increase the natural light to both floors, a new platform lift to improve disabled access to the first floor and a new partition to segregate the ground and top floors, to increase the opportunity for hiring the spaces out separately.
17. The project received planning approval in March 2009.
18. The construction of the project has been discussed in detail with local building contractors, who have visited the site and provided advice and cost estimates. The proposal is for a 2 stage tendering process and the preferred contractor is still to be appointed.
19. The costs are estimated at £285,686 (including 15% VAT, 66% of which may be re-claimed). This includes all fixtures, fittings, furniture and external landscaping.

20. CSLT would like to progress the scheme as quickly as possible, subject to the funds becoming available from the Council.

### **Considerations: The Business Plan**

21. CSLT has provided its Base Model Business Plan and an “uplifted model” Business Plan, both based on different assumptions, with the uplifted model showing greater use of the improved visitor centre/café. The two models have been combined into a 5 year Profiled Business Plan from 2008/9 which is attached as appendix 1, based on the assumption that the trading of the Park would be phased into the uplifted budget during the second and third years of operation by CSLT.
22. The profiled business plan shows a trading loss reducing over the 5 years from £131,112 in 2008/9 to £17,701 in 2012/13.

### **Green Infrastructure Strategy**

23. The Strategy is a 20-year vision for Green Infrastructure across the County, developed by Cambridgeshire Horizons in partnership with the six local authorities plus key partners including English Heritage, Forestry Commission, Natural England, Environment Agency, National Trust, Wildlife Trust and Cambs Preservation Society. The Green Vision aims to respond to planned population growth by creating a network of green infrastructure that will provide areas for leisure and recreation whilst increasing habitats for wildlife.
24. The Strategy is a living document and is being reviewed to reflect new opportunities and the fast growing green agenda; as part of this, the plan will be extended to 2031 and beyond and it is anticipated that the review may lead to it developing more formal status. The review will be completed by March 2010 will focus on extending the geographical coverage, identify existing features and connections, reflect planning, funding and delivery changes, develop stronger links to neighbouring studies, show how the Strategy can support climate change mitigation and adaptation, provide opportunities to support people’s physical and mental health and continue to improve the quality of life for Cambridgeshire residents. For more information see [www.cambridgeshire.gov.uk/greenvision](http://www.cambridgeshire.gov.uk/greenvision).
25. Milton Country Park is included as part of the major Wicken Fen Vision, providing part of the green “wedge” from Cambridge City, up through the proposed Sports Lakes, Waterbeach and Denny Abbey towards Burwell and Wicken Fen. As such the Cambs Sports Lakes Trust are part of the review steering group.

### **Implications**

26. CSLT has advised that, without these capital improvements to the visitor centre, Milton Country Park is not expected to be a sustainable facility beyond 2010. In these circumstances, CSLT would not, as a registered charity, be able to legally continue to trade MCP on an insolvent basis, therefore the lease would have to revert back to SCDC.
27. CSLT is currently in discussion and negotiations with SCDC Legal Office regarding the Sports Lakes Planning Application and Section 106 Agreement. The representatives from CSLT will provide a verbal update to Cabinet on the Sports Lakes Project including overall progress, the fund raising programme and the Section 106 negotiations.

28.	Financial	The total request is for £261,000, assuming 66% of the VAT is reclaimed. The grant would come from the General Fund (revenue). This could result in a loss of interest of around £13,000 per annum and will bring forward the time when the general fund reaches its minimum balance.
	Legal	It would be lawful to award a grant for this purpose under well-being powers.
	Staffing	There are no direct staffing implications.
	Risk Management	The main risk is the Park's long term sustainability and the potential loss of a highly valued community facility
	Equal Opportunities	The project will further improve disability access to the visitor centre

### Consultations

29. The Local members for Milton have been consulted and have the following comments

Cllr Richard Summerfield

"The application has my support. I cannot see how Milton Country Park can reach break even unless the visitor centre is enlarged to generate increased revenue. At the time of the tender process for MCP, the CSLT were encouraged to apply to us for a grant towards the visitor centre"

Cllr Hazel Smith

"I am happy to support this scheme. I believe it was part of the original plan for handing over the Park that SCDC would try to find money to give a grant for building improvements to the visitor centre. CSLT has run the Park well in the last 15 Months and at £10,000 less of a loss than budgeted for. I have been involved as a "Friend" in helping at the Park in the last few years and I do feel that CSLT is doing its best to make the Park self sufficient, which this would help to achieve"

30. The Company Secretary of the CSLT has maintained informal contact with Council officers about CSLT's plans and the timescale for this funding request.
31. The Council also continues to support healthy walks, play facilities, sports development and cultural initiatives in the Park and officers maintain very positive links with Park staff. The facility offers a valuable green space for recreation and biodiversity.

### Effect on Strategic Aims

- 32.
- |   |
|---|
| <b>Commitment to being a listening council, providing first class services accessible to all.</b>   |
| <b>Commitment to ensuring that South Cambridgeshire continues to be a safe and healthy place for all.</b>   |
| The Park provides an important green space offering a great variety of sport, recreational activities and relaxation. This benefits the health and well being of the community. |
| <b>Commitment to making South Cambridgeshire a place in which residents can feel proud to live.</b>   |
| The Park is a valued asset for South Cambridgeshire   |

<b>Commitment to assisting provision for local jobs for all.</b>
The extension will provide new job opportunities for local people
<b>Commitment to providing a voice for rural life.</b>

### **Conclusions/Summary**

33. The long-term viability of Milton Country Park relies on the successful delivery of this project, along with a positive marketing strategy and strong business plan. The CSLT performance in its first year of operation is very promising; they have introduced new ideas, activities and initiatives, have been successful in attracting external grants and have exceeded the business plan projections for 2008/9.
34. It was understood, at the time of transfer, that improvements to the visitor centre were required to help make the Park financially viable into the future. This has been confirmed by CSLT following its first successful trading year, during which time it has shown great commitment to making the Park a success, continuing to strive for improvements whilst increasing income.

### **Recommendation**

35. That Cabinet recommend to Council that a revenue grant of £261,000 be awarded to Community Sports Lakes Trust towards the cost of an extension and improvements to the Visitor Centre at Milton County Park.

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

Funding request from CSLT March 2009, Business Plan and assumptions information, Planning application

**Contact Officer:** Jane Thompson, Community Services Manager  
Telephone: (01954) 713348

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# Cambridge Sport Lakes Trust



Centre: **Milton Country Park MCP** Profiled Budget

Project Manager: **MW**

Updated: **06/19/09**

Base Date: **01-Apr-08**

	YR 1	YR 2	YR 3	YR 4	YR 5
<b>INCOME</b>					
CAR PARKING	25,353	36,162	45,202	49,722	54,695
RETAIL	0	4,000	6,000	8,000	8,000
FISHING	3,600	5,350	6,225	7,100	7,100
FUNCTION ROOM HIRE	16,809	33,532	41,894	41,894	41,894
DONATIONS	0	5,000	7,500	10,000	10,000
CAFE SHARE	8,000	14,000	18,000	18,000	18,000
CSLT OFFICE RENTAL	0	4,936	4,936	4,936	4,936
<b>TOTAL INCOME</b>	<b>53,762</b>	<b>102,980</b>	<b>129,757</b>	<b>139,652</b>	<b>144,624</b>
<b>COST OF SALES</b>	<b>-2,400</b>	<b>-2,640</b>	<b>-2,904</b>	<b>-2,904</b>	<b>-2,904</b>
<b>GROSS PROFIT</b>	<b>51,362</b>	<b>100,340</b>	<b>126,853</b>	<b>136,748</b>	<b>141,720</b>

**EXPENDITURE**

SALARIES	87,267	87,267	87,267	87,267	87,267
WAGES	19,722	16,168	14,391	10,091	10,091
OTHER STAFF COSTS	802	876	912	949	949
UTILITIES	4,800	5,050	5,175	5,300	5,300
EQUIPMENT & MATERIALS	848	848	848	848	848
REPAIRS & MAINTENANCE	10,800	11,050	11,175	11,300	11,300
OTHER PREMISES COSTS	10,924	10,924	10,924	10,924	10,924
ADVERTISING & MARKETING	5,000	5,000	5,000	5,000	5,000
COMMUNICATIONS	848	848	848	848	848
CAPITAL COSTS	5,000	12,500	16,250	16,250	16,250
PROFESSIONAL & FINANCE FEES	7,274	7,534	7,664	7,794	7,794
TRANSPORT COSTS	2,675	2,763	2,806	2,850	2,850
OTHER EXPENDITURE	0	0	0	0	0

**TOTAL EXPENDITURE**

<b>155,960</b>	<b>160,827</b>	<b>163,260</b>	<b>159,421</b>	<b>159,421</b>
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**OPERATING PROFIT (LOSS)**

<b>-104,598</b>	<b>-60,487</b>	<b>-36,407</b>	<b>-22,673</b>	<b>-17,701</b>
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CSLT Head Office Costs

26,514	18,628	14,685	0	0
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**NET PROFIT/(LOSS)**

<b>-131,112</b>	<b>-79,115</b>	<b>-51,093</b>	<b>-22,673</b>	<b>-17,701</b>
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**Assumptions behind the 5 Year Profile**

Year 1 = 100 % of the MCP Base Budget Forecast

Year 2 = 50 % of the MCP Base Budget Forecast & 50 % of the MCP Uplifted Budget Forecast

Year 3 = 25 % of the MCP Base Budget Forecast & 75 % of the MCP Uplifted Budget Forecast

Year 4 & 5 = 100 % of the MCP Uplifted Budget Forecast

Year 4 onwards Cambridge Sport Lakes is Developed and MCP Business Plan is integrated into CSL or kept on a stand alone basis

The full costs of TUPE staff remain in the model through to Year 5, no cost reductions assumed for the purposes of this business model.

**SOUTH CAMBRIDGESHIRE DISTRICT COUNCIL**

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<b>REPORT TO:</b>	Leader and Cabinet	2 July 2009
<b>AUTHOR/S:</b>	Executive Director / Corporate Manager for Health and Environmental Services	

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**CAPITAL PROGRAMME – AWARDED WATERCOURSES****Purpose**

1. To recommend to Council an approval outside the budget framework requesting additional expenditure in the Capital programme (in gross expenditure terms only) in order to purchase new plant and equipment for use on the Awarded Watercourses service.
2. This is a key decision because it is not in accordance with the capital programme approved by the Council. It has not been published in the Forward Plan as it was dependent on the outcome of the Awarded Watercourses tendering exercise.

**Background**

3. In November 2008 the theft of a tractor and flail mower owned by the Authority occurred at the Welney Farms Limited depot in Lolworth where the awarded watercourses plant and equipment is stored. Due to the on-going tendering process for the awarded watercourses service, it was felt inappropriate to replace the plant until the result of the tender process was known.
4. Over the past ten years, all new plant and equipment purchases have been funded from the Awarded Watercourses Drainage Infrastructure Fund. This fund is supported, through the Section 106 processes, with contributions from developers and landowners who use the award drain resource as part of their development. The fund is ring-fenced and may only be used for expenditure associated with any awarded watercourses drainage infrastructure. Since the introduction of this fund, all expenditure on replacement plant has been funded at no direct cost to the Council.

**Considerations**

5. The replacement plant will be required to carry out the necessary statutory works to the award drain system. However, the final decision on awarding the 'contract' for the service will not be made by the Portfolio Holder until the meeting of 16 July 2009. However, it is very important to set the procurement process in motion as soon as possible if the plant is to be secured in time for the new season, should the in-house team be successful.
6. The expenditure will involve the purchase of a new Flail Mower and a suitable new Tractor. The cost of the mower is approximately £35,000 and the tractor in the region of £65,000. Part of the expenditure may be funded with monies received from the insurance claim associated with the above theft while the remainder can be financed from the Drainage Infrastructure Fund. There will therefore be no overall impact on the Council's finances with the procurement of the plant being cost neutral.

## Options

7. The two options considered for the provision of the plant are
  - (a) Spot hire suitable equipment at a cost of £14,000 for a ten-week period. This sum has not been budgeted for and will impact on the 2009/10 General Fund budget. However, although it may be possible to hire a tractor for the season, spot hiring of the flail mower will prove difficult, if not impossible, as these items of specialist plant are usually only available for purchase.
  - (b) The outright purchase of the equipment involving the above costs.

## Implications

8. Financial	The financial implications are as outlined above. However, the overall expenditure will be cost neutral.
Legal	None
Staffing	None
Risk Management	None
Equal Opportunities	None

## Effect on Strategic Aims

9.	<b>Commitment to being a listening council, providing first class services accessible to all.</b>
	<b>Commitment to ensuring that South Cambridgeshire continues to be a safe and healthy place for all.</b>
	To provide a necessary and statutory service to certain parts of the District.
	<b>Commitment to making South Cambridgeshire a place in which residents can feel proud to live.</b>
	<b>Commitment to assisting provision for local jobs for all.</b>
	<b>Commitment to providing a voice for rural life.</b>
	Not applicable

## Recommendation

10. It is requested that Cabinet recommend to Council for £100,000 to be included in the 2009/10 Capital programme on the basis that the financing of this amount should be met from the insurance theft claim payment (as outlined above) and the Awarded Watercourses Drainage Infrastructure Fund.

**Background Papers:** the following background papers were used in the preparation of this report: None

**Contact Officer:** Patrick C Matthews, Drainage Manager  
Telephone: (01954) 713472

## SOUTH CAMBRIDGESHIRE DISTRICT COUNCIL

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<b>REPORT TO:</b>	Leader and Cabinet	2 July 2009
<b>AUTHOR/S:</b>	Executive Director / Corporate Manager Health and Environmental Services	

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**FRAMEWORK AGREEMENT ON LOCAL AUTHORITY FOOD LAW ENFORCEMENT  
FOOD SAFETY SERVICE PLAN****Purpose**

1. To seek the Cabinet's approval and recommendation to Council of a Food Service Plan for 2009/10.
2. This is a key decision because:
  - It is likely to be significant in terms of its effects on communities living or working in all wards of the District.
  - It is of such significance to a locality, the Council or the services that it provides that the decision-taker is of the opinion that it should be treated as a key decision

and it was first published in the April 2009 Forward Plan.

**Background**

3. This report is being presented by virtue of it being a requirement of the Food Standards Agency (FSA) that will consider the Food Service Plan as part of any audit of the service.
4. Food Safety aspects of the services work have been included within the 2009/10 Health & Environmental Services Service Plan. However, the Food Standards Agency in the Framework Agreement requires the production of a specific Food Service Plan to a common format. The Food Service Plan attached as **Appendix 1** to this report meets this requirement. Appendices to the Food Service Plan are available in the Corporate Manager Health and Environmental Services office.

**Considerations**

5. The FSA has stated the following in their framework documentation:  
*"... Service plans are an expression of the Local Authority's own commitment to the development of food service. However, it is also important to consider the use made of the plans by the Food Standards Agency, which will need information about Local Authority food law enforcement activities in a common format to enable it to assess Local Authority's delivery of the service."*
6. Guidelines were then given as to the details and expected content of the Food Service Plan. The Service Plan simply identifies in one single document the work and structure of the service relating to food safety.
7. This plan is included within the Policy Framework of the Council and as such the responsibility for agreeing the Food Service Plan lies with the Council.

### Options

8. Members can accept, reject or amend the proposed plan. However, failure to adopt the plan would leave the service and the Council open to criticism by the FSA if it choose to carry out an audit.

### Implications

9. Financial	Within existing resources and referred to in the body of the service plan
Legal	None
Staffing	At this time it is anticipated that existing staff will meet the fieldwork targets set for the service in the food safety area.
Risk Management	Failure to adhere to the Food Service Plan could result in adverse media comment. The FSA could name and shame the Local Authority nationally. In extreme circumstances if we fail to carry out this work the FSA may take over our inspection and enforcement duties and charge the Local Authority for the work.
Equal Opportunities	In line with general and specific duties under the Race Relations Act 1976 and the Race Relations Amendment Act 2000, the Council operates a Race Equality Scheme (RES) in order to eliminate unlawful discrimination and to promote race equality and good race relations. The Scheme gives priority to actions relating to Travellers as the biggest ethnic minority in the district. Statistics from the 2001 census also shows that, whilst only 2.9% of the district's population is made up of black and minority ethnic groups, there are greater ethnic minority communities in three wards in particular. These are the villages of Girton Milton and Teversham where the black and minority ethnic groups are two or three times as much.  An assessment of SCDC services in terms of their relevance to the statutory duty to promote race equality, which is featured in the Race Equality Scheme, rates food safety issues as of 'medium' relevance.

### Consultations

10. None

### Effect on Strategic Aims

11.	<b>Commitment to being a listening council, providing first class services accessible to all.</b>
	The plan refers to many ways in which the food safety service works towards this aim, i.e. Access to services through the Contact Centre and quality benchmarking. Customers of food businesses, the public, staff and business operators all receive benefit from an effective Food Service. The plan details areas where customer service standards are applied.
	<b>Commitment to ensuring that South Cambridgeshire continues to be a safe and healthy place for all.</b>
	Good quality, safe to eat food is an essential requirement of good health.
	<b>Commitment to assisting provision for local jobs for all.</b>

The plan supports the development and maintenance of small and medium sized enterprises through appropriate measured enforcement, advice and education. It is concerned with the maintenance of economic prosperity in the District.

**Conclusions/Summary**

12. This service plan meets the FSA requirements under relevant legislation and guidance.

**Recommendation**

13. That Cabinet recommends that Council approve the Food Safety Service Plan 2009/10, which is attached to this report.

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

The Framework Agreement on Local Authority Food Law Enforcement

**Contact Officer:** Dale Robinson Corporate Manager Health and Environmental Services  
Telephone 01954 713229  
Geoff Keerie Principal Environmental Health Officer  
Telephone 01954 713133

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## **South Cambridgeshire District Council**

### **Health & Environmental Services**

### **Food Safety Service Plan 2009/10**

**This Plan links to the Corporate Aims and Approaches and also the service objectives which are provided in the Health and Environmental Services Plan**



Wash your hands campaign at Chilford Hall March 2009

Corporate Manager: Dale Robinson  
Portfolio Holder/s: Cllr Mrs S Ellington  
Approved: 16<sup>th</sup> July 2009



2006-2007  
Waste and Recycling



Awards for Excellence  
in recycling and waste management



INVESTORS IN PEOPLE

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## **1.0 Introduction**

The hygiene of food businesses is a national enforcement priority because of the high impact in terms of deaths and ill health caused by unhygienic food businesses and the high costs to the economy.

This Service Plan is dedicated to the food law enforcement function that is the responsibility of the Health and Environmental Services by virtue of the Food Safety Act 1990 and EU Directives. The Health and Environmental Services of South Cambridgeshire District Council is responsible for food safety and food hygiene matters. Food standards and descriptions, and controls on animal feedstuffs are dealt with by the County Council Trading Standards Department.

This Service Plan is a comprehensive document covering the entire food hygiene enforcement function set out in accordance with the requirements contained in the Framework Agreement on Local Authority Food Law Enforcement, published by the Food Standards Agency.

All businesses are treated in an equal manner in line with Council's guidance, policies and procedures.

In all our activities, account is taken of the ability of proprietors to understand written and spoken English. Where appropriate, written and verbal translations are provided. Contraventions and recommendations are always phrased in a clear manner.

## **1.1 Background**

### **1.1.1 Profile of the Authority**

The area served by SCDC is approximately 350 square miles, much of which is farmland given to primary production of food, mainly cereals and vegetables. Villages range from small rural settlements to suburban and new village settlements such as Bar Hill and Cambourne. There are no large towns within the district, the largest village currently having a population of 7,060. (census 2001)

There is increasing pressure from development, particularly research and high technology industries and new housing. South Cambridgeshire is part of the Eastern development growth area. The population of approximately 138,000 is rapidly expanding. New build and new villages will take the population to an estimated 170,500 by 2021. The village of Cambourne is continuing to develop and will have a growing population of up to 10,000 persons. Additionally the preparatory work has commenced for the proposed new village of Northstowe. It is currently estimated that when completed the population will be about 15,000 people.

With this projected growth it is anticipated that there will be an increase in the number of food businesses in the District. This increase in business numbers has already started. South Cambridgeshire is one of the largest growth areas in the country at the present time.

**2.0 Service Overview**

**2.1** The service aims and approaches and actions are included in the overarching Health and Environmental Services Plan 2009/10 to 2011/12, which was approved by the Portfolio Holder on 24 March 2009.

**2.2 Profile of the Service**

The food safety service contributes to the Health and Environmental Services Statement of Purpose through ensuring that risks to a person's health through food are properly controlled via education, advice and enforcement. It is the policy of the Authority to ensure that food produced, prepared or sold in South Cambridgeshire is safe and without risks to health and meets appropriate quality standards.

The Authority has regard to the Regulator's Compliance Code and subscribes to the Home Authority Principle, where we deal with food safety issues centrally for national food producers based within South Cambridgeshire.

**2.2.1** The key tasks, which lead towards fulfilling these objectives, are:

- To maintain a register of all premises where the service enforces food safety legislation.
- To take the most appropriate action upon inspection of relevant food premises including the use of advice, informal correspondence, improvement and prohibition notices, formal cautions and the institution of legal proceedings.
- To educate proprietors of relevant food businesses in food safety matters and their legal responsibilities in relation to their business by the provision of advice, information and training courses.
- To advise on the design of relevant food business premises prior to and during alterations and construction.
- To comply with the FSA Code of Practice on food business risk rating in relation to inspection programmes.
- Consult and engage with food businesses on the service provided.

**2.3 Service Delivery Points**

Service is mainly delivered during office hours. The main offices are situated at South Cambridgeshire Hall, Cambourne Business Park, Cambourne. The service is delivered proactively through programmed inspections and reactively by responding to complaints and requests received by the Service. Service delivery can take place at any food business or at people's homes or place of work.

Businesses, which trade out of hours, at weekends or during evenings only, are inspected accordingly. An "Out of Hours" 24x7 emergency service exists for dealing with food hazard alerts and warnings and emergency food related issues. A 'Contact Centre Service' is provided which gives access for the public and businesses 8am to 8pm Monday to Saturday inclusive. A second contact centre based in Blackpool covers the remaining hours of the week. All direct telephone lines to the Food Safety Team are connected to answer machines out of hours which also give details of the out of hours emergency telephone number.

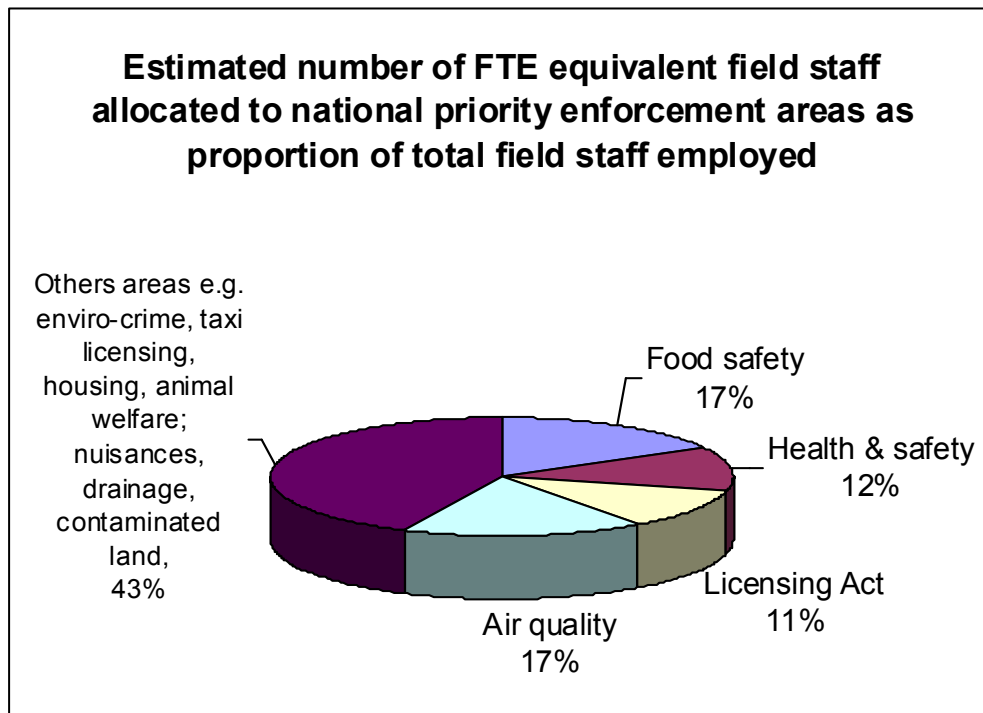
Emergencies such as outbreaks of infectious disease will be responded to on demand.

### 3.0 National and Local Drivers which shape the service

#### 3.1 National Drivers

##### 3.1.1 The Roger's Review – National Enforcement Priorities for Local Authority Regulatory Service

The Roger's Review clarified the priorities that central government considered mattered most in local regulatory services. Within the five priorities 'hygiene of food businesses' is a national enforcement priority due to the high risks posed to individuals, their families, damage to business and the costs to the economy as a whole. It also generates high levels of local concern and local authorities can have a significant impact either working in partnership or individually. This plan demonstrates that SCDC also recognizes the food safety service as a priority area within the total Environmental Health services provided.



##### 3.1.2 Home Authority Principle

The Home Authority may be the local authority where businesses that manufacture or process food items are based, and where the head office of such companies is not at the same place as the manufacturing unit. The authority responsible for the location of the manufacturing centre is referred to as the Originating Authority. All Local Authorities are encouraged to liaise with Home and Originating Authorities for all relevant complaints and to consult them before taking any formal action.

In accordance with the Regulators' Compliance Code the District Council:

- Endorses the expectations laid down in the LACORS Home Authority Principle and the Regulators Compliance Code.
- Will act as the Home Authority for local businesses as necessary.
- Will consult the Home Authority or Originating Authority where enforcement action impacts on a business.

- The Home Authority will also be consulted or informed regarding local actions whenever such consultation/information may be helpful, or indicative of matters with potential national implications.

### **3.1.3 Primary Authority scheme**

Where companies have a number of outlets throughout the country there is the danger of inconsistent enforcement occurring because of different environmental health departments being involved. This can put unnecessary burdens on businesses and councils alike, resulting in the public and the environment being exposed to unfair variations in the level of protection they receive.

On 6 April 2009, under the Regulatory Enforcement and Sanctions Act 2008, the Primary Authority Scheme (PAS) came into force to resolve these problems. The scheme enables companies the right to form a statutory partnership with a single local authority. This authority then provides robust and reliable advice for other councils to take account of when carrying out inspections or dealing with non-compliance.

The operation of the PAS will be the statutory responsibility of the Local Better Regulation Office (LBRO) whose role will be to register partnerships, issue guidance and resolve disputes.

Where companies are signed up to the scheme there will be an impact on the way councils work. Any authority may be asked to be a Primary Authority. Where a business cannot find an appropriate partner, LBRO can find one for them. The question of resourcing the partnership would need to be discussed between the council and business concerned and, where necessary, the council can recover costs from the business. On a day to day basis when other councils want to impose sanctions on a company, including formal notices and prosecutions, they will have to contact the primary authority to see whether those actions are contrary to appropriate advice that has previously been given. Any disputes will be referred to LBRO. The requirement to consult is waived if consumers are at immediate risk. To date South Cambridgeshire has not been asked to act as a Primary Authority.

Home authority schemes will continue however there is a persuasive case to transfer these into the PAS, due to its firm legal basis.

The most significant food manufacturer in the South Cambridgeshire District is Premier Foods (formally Chivers).

## **3.2 Local Drivers**

### **3.2.1 The Sustainable Community Strategy for South Cambridgeshire**

The Sustainable Community Strategy for South Cambridgeshire sets out what people in South Cambridgeshire want to happen here, and how we aim to make these things happen. It is a single document that will help to set the agenda for all agencies working in the district over the next three years. Its scope is set within the framework of national, regional and sub-regional strategies, including the Regional Planning Guidance and the Cambridgeshire Structure Plan and the national shared priorities for Local Government.

Cambridgeshire's five Local Strategic Partnerships have identified – through their Communities Strategies – the social, economic and environmental issues that matter to our residents. The Community Strategies have provided the starting point for the development of this Local Area Agreement in addition to other key plans and strategies setting out Cambridgeshire's priorities.

There are also cross cutting themes running across the four blocks of the LAA. These are areas where - although appearing under a specific block - partners recognise there is further scope for the LAA and partnership working to provide added value beyond the work of individual organisations. Community cohesion, public health, and culture and sport are examples of this.

### **3.2.2 Health and Environmental Services Service Plan 2009/10**

In order to meet the key corporate goal and ensure continuous improvement the Health and Environmental Service has a Service Plan covering 2009/10. This incorporates key actions, improvements and performance indicators specifically for food safety.

In addition the Council has signed up to the Enforcement Concordat, has due regard for the Regulator's Compliance Code and has an agreed Health & Environmental services Enforcement Policy. The service operates to the principles of transparency, helpfulness, proportionality and consistency contained within these documents.

### **3.2.3 Enforcement Policy**

The Food safety service follows the published Health & Environmental Services Enforcement Policy acknowledging the Enforcement Concordat and the Regulators' Compliance Code. The Cabinet Member responsible for food safety matters approved the policy.

## **3.3 Quality Drivers**

### **3.3.1 Performance Measures**

In order to achieve the stated objective the service has identified key performance measures as required in the Health & Environmental Services Service Plan:

- Achieve the 'Broadly Compliant' standard as laid down in the new NI 184 for 90% of businesses.
- The percentage of food safety inspections carried out for high risk premises and the percentage of other risk food businesses carried out including alternative intervention strategies.
- The percentage of complaints and requests for service, which are responded to within 3 working days.
- The benchmark score for the service against a Quality and Performance matrix (Hampshire Matrix).
- The percentage of food businesses which felt their business was treated fairly (NI 182).
- The percentage of food businesses which felt the contact the service had with them was helpful (NI 182).

### **3.3.2 Access to Quality Services**

South Cambridgeshire has introduced a set of service standards that aim to put customers first, deliver outstanding services and provide easy access to services and information. They place the customer at the centre of its service delivery and the food service is required to comply with these standards.

The Contact Centre acts as a first point of contact for food safety enquiries. The staff are trained to answer questions on food and hygiene issues. The service is available 8.00 am to 8.00 pm six days a week.

Customer feedback is encouraged and welcomed. Each year the Environmental Health Service carries out a Customer Satisfaction Survey, the results of which are considered and acted upon to improve customer service.

The needs of “harder to reach” groups has yet to be addressed and it is hoped that the results of further consultation will be incorporated into the strategy in due course.

Various leaflets are also available relating to specific areas of food and infectious disease control.

### **3.3.3 Quality Assessment**

Performance Indicators have been identified within this Service Plan.

Regular team meetings of the specialist food officers take place.

Internal quality monitoring is undertaken in accordance with:

- The Internal Procedure Monitoring Note.
- Food Premises Inspections – Quality Control.
- Checking of correspondence.
- Checking of drafted notices.

## **3.4 The Food Service**

### **3.4.1 Organisational Structure**

- Qualified and competent officers undertake a range of duties including food hygiene, food fitness standards and the investigation of food borne illness.
- Lead Officer, responsible for Food Safety is Mr J.G Keerie, Principal Environmental Health Officer, 01954 713133  
geoff.keerie@scamb.gov.uk
- The Consultant in Communicable Disease Control (CCDC) is currently Dr Bernadette Nazareth, supported by Dr Kate King at the Health protection Agency.
- The South Cambridgeshire food safety team deals with food safety issues whilst Cambridgeshire Trading Standards deal with food standards work. All Services work closely together on issues, for example dealing with food alerts from FSA and imported food matters.
- Specialist Services are also provided by Lincoln Sutton and Wood Ltd, Analytical and Consulting Chemists, 6 Clarence Street, Norwich NR1 1HG.
- The Food Examiners are the Health Laboratory service at Addenbrooke's Hospital 6<sup>th</sup> Floor. The HPA laboratories in Chelmsford now process food samples.



- The Product Contamination Liaison Officer (0845 4564564 or 01480 428018) is the current contact within Huntingdon Police Headquarters for criminal food adulteration.
- Contractors are also used to assist with any shortfall in food hygiene inspections of Category C and D premises. The use of contractors is restricted to an initial inspection. Any follow up action required, e.g. revisits, service of notices, legal proceedings is referred back to the Service.
- The Food Safety Team is organised into three geographical areas due to the rural nature of the area. Inspections are issued on month-by-month basis and officers may inspect premises or carry out other duties in another officers' district. This helps to ensure that our limited resources are flexible. The demands on the service are high and the team strives to achieve its inspection targets.

#### **3.4.2 Scope of the Food Service.**

The Food Safety section of Health and Environmental Services provides the following services and key functions:

- Programmed food hygiene inspections of food premises within the District.
- Health and safety inspections and accident investigations in food premises.
- Responding to food alerts.
- Dealing with food and food related complaints and other service requests.
- Carrying out our annual food sampling programme.
- Registering and licensing food premises and mobile vehicles.
- Dealing with imported food and its origin.
- Education e.g. Chartered Institute of Environmental Health, Levels 1, 2 and 3 food hygiene and nutrition courses
- Website information, including 'Scores on the Doors'.
- Investigating cases of food related illness and other infectious diseases.
- Food Safety awareness campaigns e.g. Food Safety Week.
- Securing compliance with the requirements of the Health Act 2006.

To facilitate maximum efficiency the service is delivered through public/private partnerships. External contractors are used to deliver low and medium risk food hygiene inspections, alternative enforcement work and food safety training courses.

The selection and use of external contractors will be a decision taken by the Principal Environmental Health Officer in consultation with the Corporate Manager Health and Environmental Services and will be subject to the following criteria:

- There is a direct need to ensure statutory and local performance targets are met.
- External contractors must meet the competency requirements of the FSA's Food Law Code of Practice (England) October 2004 – (revision awaited). They must also have the necessary qualification and experience.
- The cost of the work can be met within existing budgets and is in accordance with the Council procurement policies.

In order to maintain the best quality of service, SCDC retains the inspection of high risk premises by its officers to ensure that resources are targeted on the appropriate categories of premises where risks have been identified. This allows for a greater degree of control over these premises and ensures continuity of enforcement activities.

Food Safety Officers also undertake dual food safety and health & safety inspections of Local Authority enforced premises, based on a risk focused inspection programme. The Food safety service operates from the South Cambridgeshire Hall between 8.30am and 5.00pm, Monday to Friday. Evening and weekend inspections are carried out as determined by the risk based inspection programme and the premises opening hours.

Emergency food safety issues are currently directed initially to a 24-hour out of hour's officer via a Contact Centre. In addition the Council's fully revised website is used to provide information about food safety services for consumers and business and also provides a direct email address for service requests [env.health@scambs.gov.uk](mailto:env.health@scambs.gov.uk)

In November 2005 the Service launched its 'Scores on the Doors' website. This provides information to the public and businesses on the inspection standards of the food premises. It has been very successful in improving the standards within food businesses in the District.

### 3.5 Demands on the Food Service

#### 3.5.1 Profile of food premises – April 2009/10.

There are 1085 local food businesses mainly of retail or catering nature. There are few large food manufacturers located in the District.

<b>Risk Category</b>	<b>A</b>	<b>B</b>	<b>C</b>	<b>D</b>	<b>E</b>	<b>Other</b>	<b>Total</b>
Number of premises	<b>4</b>	<b>29</b>	<b>397</b>	<b>163</b>	<b>481</b>	<b>11</b>	<b>1085</b>

#### 3.5.2 National Food Risk Category Descriptions.

The visit frequency is the minimum we are required to carry out.

<b>A</b>	High Risk visit at least every 6 months	<b>D</b>	Low Risk visit at least every 24 months
<b>B</b>	High Risk visit at least every 12 months		Very Low risk visit every 60 months or use alternative enforcement strategy
<b>C</b>	Medium Risk visit at least every 18 months	<b>E</b>	

The profile of the district is updated continuously. The growth and development of the district results in significant coding changes. Registered premises on 01/04/2006 numbered 1031 and has now risen to 1085. This indicates a continuous growth in the number of food businesses.

Currently there is 1 food business authorised under the vertical directive food legislation. There are 19 licensed Game Dealers in the District.

The following specialist businesses are in the district:

- a) A production plant for Premier Foods producing preserves and pickles for national and international export. They also produce dried potato products and peanut butter.
- b) A cook-chill central production unit (CPU) producing cook-chilled foods for Regional Hospitals, NHS Trusts and Care Homes.
- c) A sandwich producer.
- d) A significant number of market garden units producing products under glass, e.g. lettuces.
- e) Cambridge City Airport.
- f) A number of Food Mobiles.

**3.5.3** Further demands will be made on the service in 2009/10 due to:

- Ongoing review and changes to approved premises, including the identification of new premises and the expansion of the definition to low level meat cutting plants. SCDC will have up to 2 of these in the next few months.
- Alternative enforcement strategies, resulting in a reduction of low risk inspections but with time then being reallocated to increased targeted educational and promotional work.
- Ongoing implementation of documented food safety management system for all food premises commensurate with their activities, including utilisation of the 'Safer Foods Better Business' pack promoted by the FSA.
- New Codes of Practice and a change in the way we work to be able to report on outcomes.
- An increasing number of Eastern Europeans working in food businesses which can present language and interpretation difficulties.
- Further development and promotional work linked to the 'Scores on the Doors' initiative.
- Smoke free activities have been passed to the Food and Health and Safety team for day-to-day management. The food safety team will be taking on outstanding issues, checking compliance on inspection visits, responding to complaints and providing advice to new businesses.
- Regulation in Practice - The Regulators' Compliance Code.  
In accordance with the Regulators' Compliance Code the Council will perform its duties in a business-friendly way, by planning regulation and inspections in a way that causes least disruption to the economy, and as such the code has been considered when determining this Food Service Plan.

**3.6 Food Safety Incidents**

The FSA regularly issues Food Alerts relating to foods which for all sorts of reasons may pose a risk to health. These vary in significance requiring an appropriate response. Warnings categorised "For Action" are of high priority and require immediate action. This may involve contacting and/or visiting food premises and taking immediate action under legislation. "For Information" hazard warnings do not usually require direct action by the Authority.

The methods of handling all hazard warnings are in accordance with the Code of Practice issued by the FSA. Where the Authority becomes aware of a serious localised incident or a wider food safety problem it will notify the FSA.

### **3.7 Liaison with Other Organisations**

The established County Officer Food Liaison Group collaborates well. Departmental procedures are shared Countywide to promote consistency. A yearly workplan is produced and followed. The food officer sub-groups share allocated procedural tasks.

A Chief Environmental Health Officers Group functions at a strategic and management level. It approves the workplan of the Food Liaison Group and monitors its work and output.

Liaison with LACORS, the FSA, CQC, HPA, and Trading Standards exists through the County Food Liaison Group.

Regular updates of food premises registration information is provided to our Trading Standards and HSE colleagues.

Other partnerships with a food safety agenda include:

- The South Cambridgeshire and Cambridge City Improving Health Partnership.
- Both the Cambridgeshire Obesity Group and the South Cambridgeshire and Cambridge City Locality Obesity Group.
- The Cambridgeshire Food and Health Group.

Close liaison exists inter-departmentally with Building Control and the Planning services with reference to food businesses.

### **3.8 Food Safety Promotion**

Food safety promotion work is undertaken by the following methods:

- Basic food hygiene training courses are run at intervals during the year and on request if a business has more than 12 delegates. Courses for Specialist groups, i.e. care home wardens and caterers whose first language is not English, are run as required.
- In 2008/09 1 nutrition courses was offered and completed.
- Talks to pupils of local educational establishments including schools, colleges, and voluntary groups.

The EHO (Public Health Specialist) considers other additional food safety promotional activities as part of his annual workplan. A healthy eating award will be scoped across South Cambridgeshire in 2009/10.

Food Safety Officers were in attendance at 3 events over the summer period promoting the service and especially hand washing and Scores on the Doors. This was well received by the public.

## 4 Service Delivery

### 4.1 Food Safety and Hygiene.

Food Premises – Hygiene Inspections. The Authority follows the priority rating system identified in the Food Safety Code of Practice and aims to inspect 100% of due high risk premises each and every year. Inspections consist of questioning the food business operator to discover their knowledge of food hazards and an inspection of the premises and food prepared there by observing food handling practices and procedures.

#### Inspection profile for the year beginning 1<sup>st</sup> April 2009

Risk Category	A	B	C	D	E	Other	Total
Number of premises	4	29	397	163	481	11	1085
Inspections scheduled	8	29	267	58	113	3	478

Category A premises are those with the highest risk, whether by the nature of the activities carried on there, or because of poor operating conditions. The minimum inspection frequency for the different categories of premises is given at 3.5.2. Special database software package for logging and tracking inspections and other activities is used. Revisions in the FSA Code of Practice provides the opportunity to deal with low risk premises by means other than an inspection; The Food service is continuing to develop a strategy for these premises through the year in consultation with local businesses and partners.

Revisits are made where there are concerns about food safety. The Food Safety Section has a structured risk based criteria to enable revisits to be prioritised. It is anticipated that 10% of premises inspected will be revisited.

In line with the Enforcement Policy, Hygiene Improvement Notices are issued if work detailed on a previous inspection report has not been completed or if there are serious concerns about food safety during a current visit. These legal notices ensure that improvements are made within a reasonable timescale.

Hygiene Emergency Prohibition Notices are used where there is an imminent risk to health. The Principal Environmental Health Officer and the Food Control and Health and Safety Team Leader are the only officers who are authorised to undertake this action. Officers must always contact either if an imminent risk is found. This will normally involve the immediate closure of the premises. Common reasons for closing premises are the discovery of pest infestations (mice, cockroaches), the absence of water / hot water; or very poor control over food hazards and / or cleaning.

### 4.2 Number of formal actions taken in 2008/09

Number of premises where Improvement Notices were served	0
Number of premises where Emergency Prohibition Notices were served	0
Prosecutions against businesses for poor conditions	0
Prosecutions against businesses for not complying with a notice	0
Formal Cautions issued against businesses for food safety and hygiene offences	0
Voluntary Closures	1

#### **4.3 Food Hygiene Inspection Changes**

##### **4.3.1 Scores on the Doors & Information/Advice**

SCDC was the First Local Authority to launch this innovative project, using an externally hosted website in November 2005, and the South Cambridgeshire/Southwark 5 star banding scheme. Subsequently 100 other local authorities have joined together on this website and share a common scheme. Evidence now strongly suggests that this innovation has had significant impact on businesses to improve their standards and the project is encouraging business proprietors to engage more with Environmental Health Officers to seek better compliance. The authority is seeing an improvement in the star ratings on re-inspections. The SCDC website also had an increased number of 'requests for information' currently running at around 10,000 per month. The Food Control and Health and Safety Team Leader has been invited by the FSA to join the working party for the national scores on the doors scheme.

The scores on the doors project has been very helpful in focussing resources at poor and/or failing businesses. Food premises are rated between zero and 5 stars. Those who score 2 stars or less are visited more frequently to improve the standard before they are re rated. However, these additional visits are to poor or failing premises and are therefore in line with Hampton principles and the requirements of the Regulators Compliance Code. Resources are being prioritised into the areas that will have the biggest impact on public health.

The scheme also allows the public to get access to information about standards of hygiene in premises where they may eat or buy food. The star rating is published on the [www.scoresonthedoors.org](http://www.scoresonthedoors.org) or via the South Cambridgeshire website. Proprietors are also given a certificate if they achieve a four or 5 star rating. All food businesses that score 2 stars and above are given a window sticker to display their rating in a prominent place in their premises.

Since 2006 there has been a requirement for food businesses to implement a food safety management system such as "Safer Food Better Business". Cambridgeshire Food Liaison Group was awarded a grant to assist businesses to implement the scheme. A high proportion of businesses across South Cambridgeshire have undertaken this. However, there are some that have not engaged with such a system and so additional time has been spent at these premises to help the businesses achieve compliance. A monthly surgery free of cost to businesses is also held to assist with compliance.

Revisits to premises after inspections are also necessary to ensure legal requirements have been complied with, to ensure compliance with statutory notices or following a poor sample result etc.

#### **4.3.2 Alternative Inspection Strategy for Food Hygiene**

The revised Code of Practice, published June 2008, allows authorities greater flexibility in how to ensure compliance with food safety legislation i.e. the use of alternative interventions to inspections, particularly in lower risk premises. However, the use of alternative interventions for Category C premises can only be used when a premises is judged to be “broadly compliant”. This term originates from NI 184 and is based on the specific risk ratings given for compliance using the new statutory code of practice, i.e. how well the operator is complying with food safety standards at the time of the inspection. Alternative interventions can also be used for category D premises.

However, the use of an alternative intervention instead of an inspection is limited because of the Scores on the doors scheme being in place. There would have to be very strong justification not to carry out a full inspection of a premises because the results are published on the Scores on the doors website. This situation will continue to be reviewed and the use of suitable alternative interventions for broadly compliant C’s and D premises will be explored further.

The alternative methods employed for food hygiene inspections are by postal questionnaire for low risk premises.

The inspection technique and follow up, including post inspection correspondence will relate to the risk to food safety that was identified from the questionnaire.

The primary objectives when carrying out inspections are in accordance with the new FSA Food Law Code of Practice, however, a special emphasis is placed on the level of compliance with the new requirements for documented food safety management systems, awareness raising of the South Cambridgeshire Star Award Scheme (‘Scores on the Doors’) Safer Food Better Business, and also staff hygiene training. Specific consideration is also given to whether food samples need to be taken during routine food hygiene inspection work.

#### **4.3.3 Food Complaints**

It is the Authority’s policy to investigate all complaints concerning food produced, stored, distributed, handled and / or intended for human consumption within the District to ensure that it is without risk to the health or safety of the public. Complaints regarding labelling etc are forwarded to the Trading Standards Department of Cambridgeshire County Council in accordance with a county wide documented protocol.

Most of the complaints received about food relate to food produced outside of the District, although others relate to more freshly made local foods from establishments such as restaurants, takeaways etc. Service standards are set for response times to complaints. Performance against these targets is regularly monitored. In general, complaints will be responded to within 3 working days, however the more urgent the matter, the speedier the response.

All complaints and requests for service are recorded using the Proactive software and a team leader regularly monitors progress.

<b>Number of Complaints about food, premises and personnel</b>			
<b>Year</b>	<b>2006/07</b>	<b>2007/08</b>	<b>2008/09</b>
<b>Number of complaints</b>	76	112	96

#### **4.3.4 Advice to Businesses**

It is a Council agreed action to “support businesses to comply with the law while targeting those who flout it” (Council Action 26).

While the Authority will utilise its powers to enforce food legislation, it realises that where food businesses break the law it is often due to ignorance rather than intention. As a consequence it is the Authority’s policy to provide advice to businesses in a number of different ways:

- During programmed or other inspections.
- Advisory surgeries on a monthly basis free of charge.
- The provision of advice to any food business proprietor on how to comply with the law and on best practice. This may be prompted by Licensing, Planning or Building Control applications.
- The provision of free advice leaflets.
- The production of Food Safety News newsletters which are sent to all food businesses in the district.
- Information on our website.
- Business links –articles in business newsletters.

In support of the departmental and Council aims, the culture of the food team is to freely offer advice and information when required or when requested. Officers respond positively to requests for advice from proprietors of food businesses within 10 working days. Requests for advice from food businesses currently number approximately 150 per year. It is estimated that 1 hour per enquiry of officer time is necessary to meet this demand. This demand is currently met.

A Council magazine, "South Cambs Magazine", is produced four times a year and distributed free of charge to the 61,000 households in South Cambridgeshire. This magazine provides an opportunity to distribute food safety information to a wide audience.

#### **4.3.5 Food Complaints**

A documented policy relating to food complaints is adhered to and follows LACORS guidance. This policy has been adopted across the Cambridgeshire food authority district councils. A performance indicator to respond within 3 working days is a service standard.

The scope of the procedure currently covers:

- Receiving food complaints.
- Investigation of food complaints.
- Action to be taken on completion of the investigation.
- Transfer of food complaints.

The team is currently appropriately staffed to meet demand.



#### 4.3.6 Food Inspection and Sampling

Microbiological food sampling is carried out to meet 4 main objectives:

- To determine the current state of food safety in the District as part of a structured sampling programme.
- To improve the effectiveness of food hygiene inspections.
- To investigate suspected cases of food poisoning where a link with a local business or food is suspected.
- To investigate complaints about food.

The formal food sampling plan links with LACORS as well as taking account of local trends and needs. The number of samples taken and submitted for analysis over the last few years has been significantly reduced by a shortage of regional resource. These include water.

Year	2008/09
<b>Number of microbiological samples</b>	259
<b>Number unsatisfactory</b>	4

#### 4.3.7 Control & Investigation of Outbreaks, Disease & Food Related Infectious Diseases

GP's across the District report suspected cases of food poisoning to the Consultant for Communicable Disease Control (CCDC) at the Health Protection Agency. The Local Medical Microbiology Laboratory at Addenbrookes Hospital also advises the CCDC of positive results for food poisoning and food/water related illness. The Food Safety Team are then advised and carry out investigations to discover, if possible, the source of the infection and also to minimise the likelihood of secondary cases.

The Authority has a documented procedure for the investigation of incidents of reported or suspected cases of food poisoning and a formal plan to cover the management of the investigation of outbreaks of food borne infectious disease. These documented policies have been developed in conjunction with the Consultant for Communicable Disease Control at the Health Protection Agency, Dr Bernadette Nazareth.

Year	2006/07	2007/08	2008/09
<b>Number of individual investigated cases</b>	277	249	283

In 2008/09 the Food Safety team continued to investigate all notifiable gastro-intestinal illnesses including the most common cause of food poisoning, campylobacter. An increase in awareness of 'winter vomiting illness' - Norovirus - resulted in a small number of outbreaks being reported to the Department. Campylobacter, the highest number of those reported, forms part of the FSA's Food Borne Disease Strategy for target campaigns until 2010.

Approximately 2 hours is allowed per individual case investigation, making a total workload of approximately 566 hours, which is an increase of 68 hours on last year. It is anticipated that demand can be met by current staffing.

Following a recent review of guidance relating to infectious diseases and enteric disorders, new pamphlets have been drafted and printed and these will be distributed to all infectious diseases / food poisoning cases within the district during 2009/10.

A workload related to disease control is 'welfare burials'. Each one of these is unique and requires an immediate response. These are currently running at 2-6 per year but officers often begin to make welfare burial arrangements for up to 10-12 persons before distant members of family or friends agree to take on the burial arrangements. Welfare burials can be resource intensive as they are all different and require approximately 2 weeks of officer time to complete for a straightforward case. This puts additional pressure on the service.

## **5 Review of last years progress and performance**

### **5.1.1 Review of the Service Plan**

The Service Plan will be reviewed March 2010. The review will be facilitated by information from the IT system and will include trend analysis from previous year performance data. Departmental performance indicators are reviewed annually under the Service Planning process.

The Standards for Food Law Enforcement including food policies and procedure notes will be reviewed in accordance with the review timetable in the Internal Monitoring Procedure Note.

### **5.1.2 Review of Previous Year's Performance against Service Plan**

The FSA Framework Agreement requires every local authority to review its previous years performance against its service plan. The review must identify where the authority was at variance from the service plan and, where appropriate, the reasons for that variance. This review details the performance of the food service for the financial year 2008/09 and must outline any significant issues that impacted on the delivery of the service.

At the end of this financial year, the intended actions as specified in the Health and Environmental Services Plan will be compared with what was achieved in the areas relating to food safety. The reasons for any variance identified will be stated and next year's plan will take these into account as lessons to be learnt from the previous year.

Targeted outcomes are reviewed on a three monthly basis.

### **5.1.3 Food Premises Inspections**

In 2008/09 a total of 611 food business premises required an inspection of which 290 were classed as high risk (risk group A to C) and 321 were other risk (risk group D to F).

Target 2008/09 was a 100% of High Risk premises, which was achieved. The target for other risk premises was 90%, which was also achieved.

Revisits are carried out on an ad hoc basis to premises where significant remedial work is required, or "critical control points" are not adequately controlled.

**5.1.4 Food Related Complaints**

Up to 31 March 2009, the service received 96 food complaints and 29 complaints about food premises.

All complaints about food premises were investigated efficiently, with the response deadline of 3 working days being met (100%).

**5.1.5 Advice to Businesses**

Officers have continued to give free advice and assistance to both the trade and public throughout the year on food safety and hygiene matters. 165 advice responses were made but this figure is low as advice is often given ad-hoc and not recorded. In addition to advice given during the inspection process various advisory leaflets were produced and distributed.

**5.1.6 New Businesses that have Opened**

Despite the recession businesses continue to open , and in line with the Code of Practice these are visited within 28 days of opening. Last year 133 new businesses were visited by the team on top of the inspection programme, and this puts pressure on the inspection programme.

**5.1.7 Food Inspection and Sampling**

A total of 259 microbiological samples were taken and submitted mainly to the Hospital Laboratory Services for analysis. The sampling programme formulated by LACORS and the Eastern Region programme, as well as the services' sampling programme was followed. 4 food samples were considered to be unsatisfactory. All failed samples were followed up to ascertain the cause and necessary improvements were put in place to reduce the risk of a recurrence.

Eighteen Food Export Certificates were issued for consignments of food that was manufactured in the district and exported to non-EU countries.

**5.1.8 Food-related Infectious Diseases**

A total of 283 notified cases of food poisoning and suspected food poisoning were received up to 31 March 2009. Investigations were carried out within 24 hours of notification in 98% of cases. In all instances where local food premises were potentially implicated, no conclusive evidence was found to confirm that either the food or the premises was the source of the illness.

**5.1.9 Liaison with Other Organisations**

All existing liaison arrangements have worked successfully throughout the year and there are no planned changes to these systems.

**5.1.10 Food Safety Promotion**

8 food Hygiene Courses were successfully completed which is the normal number of courses offered each year. This year a level 3 course was also held

**5.1.11 Staff Development**

With officers personal development plans in place, training needs are identified at the beginning of the year. Both the officer and the Principal

Officer responsible for training, source and access relevant training courses.  
All officers secured the necessary amount of CPD as required by the FSA.

#### 5.1.12 Identification of any Variation from the Service Plan

There were no significant deviations from the Service Plan.

#### 5.2 Areas for Improvement

The Service for a number of years has produced a Service Plan. The requirement of the Service Plan is to improve yearly the achieved percentage of identified targets and identify where possible any improvements of a qualitative nature.

The review of the Service Plan enables foreseeable trends and known changes that may affect service requirements and service delivery to be considered.

To facilitate interpretation of the Service Plan and focus the Food Team's attention on relevant improvements, the Hampshire Matrix has been used since 2002 to monitor progress of the food team's improvements at six monthly intervals. Recent improvements in the last year to the scores on the matrix have been the introduction of the Food Safety Newsletter, placing of additional information on our website and the addition of businesses with Scores on the Doors.

Over the past 3 years food safety legislation has undergone significant changes and the team has dealt with these and continues to provide a high quality service. With new national priorities being developed by the FSA and the Local Better Regulation Office, the service will need to respond to these and improve further.

Some of the current planned improvements for 2009/10 are outlined as follows:

<b>Service Improvement</b>	<b>Planned Outcomes / Output</b>	<b>Link to FSA framework agreement</b>	<b>Target Date</b>
Assess the implication of new guidance from the FSA in relation to childminders and assist them to meet compliance	Await guidance from the FSA	Advice to businesses and working in partnership	March 2010
Healthier Lifestyles smoke free premises	Ongoing inspections and advice to ensure compliance	General commitment to better regulation. Dual Inspections	Ongoing
SFBB bid for phase 4 to ensure sustainability of the project and assist hard to reach businesses	To seek and secure SFBB funding from the FSA to provide one to one coaching and to ensure consistency within the Cambridgeshire Food Liaison Group	Advice to businesses and partnership working in line with guidance.	Bid July 2009 then roll out if successful September 2009 to March 2010
Continue to develop and promote the "Scores on the Doors" scheme for	Increase public access to inspection scores through SCDC website. Improve	Advice to businesses. Records and Inspection reports.	March 2010

providing inspection risk ratings on SCDC "Scores on the Doors" website as a 5 star rated scheme	overall number of premises achieving 3 stars and above.	Food Safety Promotion	
Set up and run a business stakeholder forum	Feedback from food businesses in SCDC on how we can improve assistance		March 2010
Run monthly food safety surgery	To provide a regular time when businesses can come and discuss food safety issues and receive one to one assistance with SFBB	Food Safety Promotion and information	On going
Scope - a healthy eating award across SCDC and Cambridge City	Increase public awareness of healthy diets to reduce levels of obesity	Food Safety Promotion and information	March 2009
Tips for Chips	Increase public awareness of healthy diets to reduce levels of obesity. To train fish and chip shops in good frying techniques.	Have applied for FSA grant. Launch February 2010 in national chip week	March 2010
Seminar for Butchers following sampling programme and lessons learnt from the Ecoli outbreak in Wales	Increase awareness of food hygiene in butchers shops and to review HACCP plans	Advice to businesses and working in partnership	October 2010
To undertake an Equality Impact Assessment on the Food safety service	To ensure service meets the needs of the community and does not negatively impact against any particular equality strand.	Equality and diversity	September 2009

## 6.0 Resources

### 6.1 Financial Allocation

Cost centre	2009/10 (£) budget
Staffing	140,710.0
Supplies and Services <sup>1</sup>	25,990.0
Support Services <sup>2</sup>	35,720.0
Transport Costs	11,450.0
Income	2,050.0
Total	222,290.0

Legal action is pursued within service budgets but with access to consultancy and contingency funds if required. If and when the Courts award costs, these monies are transferred back to the Service budget headings.

<sup>1</sup> Includes ICT costs

<sup>2</sup> Includes accommodation and other support services costs (administration, finance, legal services, personnel etc). Lower legal costs estimated for this year.

**7.0 Workforce overview**

**7.1 Staffing Allocation**

The food team currently consists of the Principal Officer, Mr J Keerie and 4½ full time equivalent Officers, Mrs C Archibald (Team Leader), Mrs Julie Winfield District EHO, Mrs J Power (part-time) District EHO, Mr Stephen Broadbelt District EHO, Mrs Emma Trollope (part-time) Food Safety Enforcement Officer, Mrs Sarah Killick (part-time) Food Safety Enforcement Officer. In addition an EHO with responsibility for Public Health also has a time input into food related projects and 1 technical officer also contributes time. Consultants are employed on an ad-hoc basis to supplement the service offered. The 5 EHO's are all fully qualified and maintain their competence levels. Work relating to the food law enforcement service equates to 3½ full time equivalents.

**7.2 Staff Development Plan**

A personal development programme was introduced from 1 April 2001. This contributed to the Service obtaining the Investors in People Award in 2003 and reaccreditation in 2006 and a corporate achievement in 2009. This has highlighted training needs identified by individual officers, their managers and service demands. These training requirements are built into officers work programmes and budgetary requirements are identified and allowed for in service plans. Both internal and external training opportunities will be utilised, e.g. LACORS, CIEH, FSA and specialist consultants/expert advisers.

All food safety staff are subject to annual performance and development review interviews and a progress review which tracks and identifies training and development needs. Food safety training needs are prioritised in the context of wider Environmental Health requirements identified within the service wide training plan. The training budget allocation for 2009/10 should be adequate to fund the identified training needs for this year.

All food safety staff complete a training record log and a food safety training matrix to further assist in identifying development and training needs and for monitoring the competency of individual officers. The officers undertaking specific duties, such as dealing with approved premises, are identified and the training requirements assessed accordingly.

**8.0 Equality and Diversity**

SCDC values people from all backgrounds and supports their right to respect and equality of opportunity. The Council is working to eliminate discrimination and prejudice from all it does and ensure that equalities becomes a central and essential element of our service planning and delivery, both as an employer and provider of services.

Our Comprehensive Equalities Policy sets out specific principles and aims that we will follow in order to achieve our Commitment to Equality and the equality dimension of our Corporate Objectives and Values.

The Council has already adopted race and disability equality schemes and is in the process of developing a gender equality scheme. We have a number of relevant Human Resource policies, a strategy for our work with the Traveller community, which is currently being reviewed and other equality target groups.

Our approach to the delivery of our Commitment to Equality will reflect the following strategic objectives:

- Fairness and equity, while recognising that many people fall under more than one of our equality priorities.
- Being non-discriminatory in all areas and activities, including service delivery, staff recruitment and development and the purchasing of goods and services.
- Ensuring that the most disadvantaged and vulnerable sections of our community have equal access to all of our services, particularly those associated with our key equality themes
- Ensuring that elected members and staff at all levels are clear about their responsibility to challenge discrimination, promote diversity and social inclusion, and work towards equality for all members of the community.
- Encouraging 'real' participation in local democracy by people who may normally feel excluded from decision-making processes. In doing this, we will ensure that we seek the views of groups who are particularly vulnerable or at risk of social exclusion or have found it difficult to access our services or receive favourable outcomes from them.
- Promotion of community cohesion & good community relations.
- Working with partners in the statutory, voluntary, and private sectors to promote 'best practice' equality approaches throughout the community strategy, while ensuring the best outcomes from the strategy for all the people of South Cambridgeshire.
- Working towards a workforce which reflects the working-age population of the district and the county and conforms with 'best value' guidelines on staff diversity

The Council has achieved Level 1 of the Equality Standard for Local Government and is taking action to achieve level 2 this year.

The Council is also implementing a system of Equality Impact Assessments and this service will be the subject of an Equality Impact Assessment by September 2009. The council uses a range of methods to make services as accessible as possible. These include:

- Wheelchair accessible offices with private interview facilities at Cambourne.
- Translation and Interpreting facilities where needed.
- Induction Loop and minicom for people with hearing needs
- Website and email.
- Contact Centre – with flexible and extended hours of operation.

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**SOUTH CAMBRIDGESHIRE DISTRICT COUNCIL**

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<b>REPORT TO:</b>	Leader and Cabinet	2 July 2009
<b>AUTHOR/S:</b>	Executive Director / Corporate Manager, Planning & Sustainable Communities	

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**LOCAL DEVELOPMENT FRAMEWORK -  
ADOPTION OF BIODIVERSITY AND LISTED BUILDINGS  
SUPPLEMENTARY PLANNING DOCUMENTS**

**Purpose**

1. The purpose of this report is to inform the Council on the results of a public consultation exercise carried out on two Supplementary Planning Documents (SPD), and to seek approval for these documents to be formally adopted by the Council. Once adopted, the SPDs will form part of the Local Development Framework and be used to help determine planning applications.
2. The two SPDs that were consulted on were as follows:
  - Biodiversity
  - Listed Buildings: Works to or affecting the setting of
3. This is a key decision because it raises new issues of policy, is made in the course of developing proposals to amend the policy framework, and is a decision taken under powers delegated by the Council to amend an aspect of the policy framework. The agreement to carry out the public consultation was taken at the joint meeting of the Portfolio Holders for Planning and for Growth and Sustainable Communities on 26 January 2009.

**Executive Summary**

4. This report outlines the representations received on the two SPDs that were subject to a period of public participation from February to April 2009. As a result of these representations, amendments have been made to the draft SPDs. The next step is to adopt the SPDs when they will form part of the Local Development Framework.

**Background**

5. The Council has adopted a number of Development Plan Documents (DPD) that form part of the Local Development Framework. The purpose of Supplementary Planning Documents (SPD) is to expand on policies set out in DPDs and to provide additional detail. The two SPDs that have been consulted on relate to policies contained within the adopted Development Control Policies DPD, and in the adopted Area Action Plans for Northstowe, Cambridge East, and Cambridge Southern Fringe.
6. Similar to the DPDs, Draft Final Sustainability Appraisals have to be carried out on all SPDs to appraise the social, environmental and economic effects of the proposals contained within each SPD. The Sustainability Appraisals for each SPD were consulted on alongside the draft SPDs.
7. The six-week public consultation took place between 27 February - 14 April 2009.

### The results of the Public Consultation

8. During the consultation 155 representations were received relating to the two SPDs, as follows:

SPD	Support	Object	Total
Biodiversity	5	111	116
Listed Buildings	8	31	39

Consultation responses range from single to large numbers of points. Each of these points is recorded as a separate representation. No representations were received on the Sustainability Appraisals.

9. The Council has received confirmation that the two SPDs are in conformity with the Regional Spatial Strategy from the East of England Regional Assembly, who stated:
- ‘These SPDs amplify policies in the Development Control DPD, which have already been deemed in general conformity with the Regional Spatial Strategy. As such, they raise no issues that would have a significant adverse impact on the implementation of the Regional Spatial Strategy, and are regarded as being in general conformity.’
10. A brief outline of the contents of each of the two SPDs is provided below together with a summary of the main issues raised during the consultation period.

#### Listed Buildings: Works to or affecting the setting of SPD

11. This document is intended to supplement Policies CH/3 and CH/4 of the Development Control Policies DPD and to provide applicants and agents with further guidance as to how the national planning policy guidance set out in Planning Policy Guidance (PPG) 15 is interpreted in the local context. The document gives guidance for development and other works which affect listed buildings, their curtilages and settings, and covers general approaches, good practice and when Listed Building Consent is likely to be required.
12. The main issues raised include:
- Seeking confirmation that the previously adopted Thatching Guide would form part of the Listed Buildings SPD
  - Concern over the impacts of works on biodiversity including habitats for protected species such as bats and owls
  - Suggested improvements on consultation, distribution and updating of the document
  - Questions about the overall purpose, intended audience, tone, structure and degree of detail
  - Concern about the relationship to national law, policy and guidance and whether the SPD has to reflect these
13. One respondent, a listed building owner, raised a large number of points. Most of the consultation responses received were generally supportive of the document and the help it would offer those involved with listed buildings.

#### Biodiversity SPD

14. The SPD expands on district-wide policies (NE/5, NE/6 & NE/7) in the Development Control Policies Development Plan Document (DPD), adopted in July 2007. These policies seek to ensure that biodiversity is adequately protected and enhanced

- throughout the development process, and this SPD provides additional details on how they will be implemented.
15. The SPD builds on national policy in Planning Policy Statement (PPS) 1: Delivering Sustainable Development and PPS9: Biodiversity and Geological Conservation. These statements promote sustainable, well-designed development. In addition, they seek to ensure that biodiversity and appropriate landscaping are fully integrated to new developments in order to create accessible green spaces for wildlife and people, to contribute to a high quality natural and built environment, and to contribute to a better quality of life.
  16. The main issues raised include:
    - Suggested text be amended slightly to reflect rather than repeat the requirements of PPS9
    - Seeking clarification of the differences between the SPD and Biodiversity Strategy and their relationship as council documents
    - Suggested clearer links to further information relating to protected species
    - Suggested refinement of when Priority Species Survey and Assessment is required for clarity
    - Suggested amendments to Tables 1 & 2
    - Suggested refinement of the development guidelines
    - Suggested refinement of the set of Biodiversity Issues, particularly:
      - Biodiversity Issue 3 (mitigation and compensation)
      - How biodiversity gain is to be achieved
      - Ensuring that the expectation placed upon applicants is not unreasonable
      - Clarification of Priority Species, Priority Habitats and Protected Species issues
      - Ensuring that Biodiversity Issues are not confused with, or repeat, policy
    - Suggested refinement of the text relating to the registration process
    - Suggested refinement of the “triggers” for Site Assessment and Survey
    - Need for more focus on biodiversity benefits of SUDS
    - Need to bring forward the Countryside Enhancement Area and Wildlife Corridor map from the Biodiversity Strategy
  17. Detailed schedules of all representations received on each SPD are provided in **Appendices 2 and 3**. The schedules provide a summary of each representation received in plan order together with any suggested change to the text of the SPD, the Council’s assessment of them and, where appropriate, proposes amendments to the text of the draft SPD.
  18. There were no representations received on the Sustainability Appraisals. The amendments proposed to the text of the SPDs are relatively minor, providing further detail or clarification rather than altering the policy approach. As a result there is considered to be no impact on the Sustainability Appraisals. Therefore no amendments need to be made and they can be published in their final form alongside the adopted SPDs.

### **Adoption Process**

19. The SPDs have been prepared in compliance with the legislative and regulatory requirements for the preparation of SPDs and are now ready for adoption. Members are recommended to adopt the SPDs as amended (as contained in **Appendices 3-4**). Once adopted, the SPDs will become part of the Local Development Framework.
20. The Council must also publish Final Sustainability Appraisal Reports, to have carried out a Habitats Regulations Assessment (HRA).

21. In addition to the public consultation on the SPDs and related documents the Council has consulted with Natural England on Habitat Regulations Assessments (HRA) that have been carried out on each SPD. An HRA is an assessment of the potential effects of a proposed plan or project, which is not necessary for the management of the site and which is likely to have a significant effect, on one or more Natura 2000 or Ramsar sites, in view of the site's conservation objectives. Natura 2000 sites are sites internationally designated for nature conservation and were established under a European Council Directive. There are 4 stages to the Habitats Directive Assessment process: Screening; Appropriate Assessment; assessment of alternative solutions; and compensatory measures. Natural England has responded by stating that a full Appropriate Assessment is not required.
22. As with the DPD plan making process, the new system allows for any person aggrieved by the SPD may apply to the High Court for permission to apply for judicial review of the decision to adopt the SPD. Any such application for leave must be made promptly and in any event not later than 3 months after the date on which the SPD was adopted.

### **Implications**

23. By adopting the four SPDs there will be increased clarity in the implementation of the related DPD policies and this will assist officers when giving advice to developers and applicants since the development process will be more understandable.

24. Financial	Within existing budget.
Legal	SPDs promote certainty and understanding of the Council's position and may help improve turnaround times for planning applications and s106 agreements.
Staffing	The SPDs will assist officers by providing developers and applicants with greater detail as to what is expected in submitting planning applications so making it quicker to process applications. They encourage people to contact the Council to discuss specific places and cases, which will increase workload.
Risk Management	None.
Equal Opportunities	None.

### **Consultations**

25. The draft SPDs have been prepared in consultation with the relevant specialist officers within the Council prior to being agreed for consultation. As part of the public consultation letters were sent to a range of relevant organisations and also included a CD-Rom, containing both draft SPDs and their related documents.

## Effect on Strategic Aims

26.	<b>Commitment to being a listening council, providing first class services accessible to all.</b>
	The SPDs will provide more information and advice to the public and encourage better communication. They will help applicants submit acceptable planning and listed building consent applications which can be dealt with efficiently and more quickly.
	<b>Commitment to ensuring that South Cambridgeshire continues to be a safe and healthy place for all.</b>
	The Biodiversity SPD will help create and support healthy wildlife, places and lifestyles.
	<b>Commitment to making South Cambridgeshire a place in which residents can feel proud to live.</b>
	The Biodiversity SPD will help reduce the causes and impacts of climate change.
	<b>Commitment to providing a voice for rural life.</b>
	<p>The SPDs will:</p> <ul style="list-style-type: none"> <li>Encourage effective working with the public, including land and building owners, parish councils and others;</li> <li>protect and enhance the built and natural environment of South Cambridgeshire;</li> <li>raise the standard of new development;</li> <li>and improve the quality of life of residents.</li> </ul>

## Conclusions / Summary

27. This report outlines the representations received on the two SPDs that were subject to a period of public participation from February to April 2009. As a result of these representations amendments have been made to the draft SPDs. The next step is to adopt the SPDs when they will form part of the Local Development Framework.

## Recommendations

28. Cabinet is invited to agree:
- a) the adoption of the SPDs relating to Biodiversity and Listed Buildings as contained in Appendices 3 and 4 and proceed in accordance with Regulations 18 and 19 (for ease of reference, **Appendix 1** lists the changes made to the draft SPDs following the consultation process);
  - b) that no changes to be made to the Sustainability Appraisals for each SPD and these can be published in their final form alongside the SPDs.

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

Biodiversity Supplementary Planning Document (Consultation Draft February 2009)  
 Listed Buildings Supplementary Planning Document (Consultation Draft February 2009)  
 Biodiversity Supplementary Planning Document Draft Final Environmental/Sustainability Report (February 2009)  
 Listed Buildings Supplementary Planning Document Draft Final Environmental/Sustainability Report (February 2009)

**Contact Officers:** Claire Spencer - Senior Planning Policy Officer, Tel: (01954) 713418  
 Rob Mungovan – Ecology Officer, Tel: (01954) 713402  
 Stacey Weiser-Jones – Historic Buildings Officer, Tel: (01954) 713178

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## Appendix 1

## CHANGES MADE TO THE DRAFT SPDS FOLLOWING THE CONSULTATION PROCESS

## Biodiversity Supplementary Planning Document

- **Paragraph 1.5**  
Amend first sentence to read, "Biodiversity is a term used to describe the richness of the living environment around us it incorporates all species and habitats, both rare and common, and strives to ensure the protection of genetic diversity."
- **Paragraph 1.6, part 5**  
Amend to read, "The encouragement to support development schemes that conserve or enhance local biodiversity."
- **Paragraph 1.8**  
Amend so that it reads "The Biodiversity Strategy is due for review and will continue to act as a guiding document for SCDC's general approach to biodiversity conservation across its range of functions. The Strategy will act in parallel to the SPD."
- **Paragraph 1.12**  
Amend so that it reads, "The supporting text of the Development Control Policies Policy NE/6 states that further guidance on Priority Species and Habitats, sites and the achievement of biodiversity targets shall be set in the Biodiversity Strategy. The Biodiversity Strategy was produced in 2006 and adopted as Council policy. It provided guidance in the interim period to the production of this Biodiversity SPD. This SPD now incorporates those matters from the Biodiversity Strategy that relate to the planning process and provides guidance to support the policies in the LDF. The Biodiversity Strategy will subsequently be reviewed to provide a wider strategy for the conservation of the district's biodiversity, and will be adopted as Council policy."
- **Paragraph 2.2**  
Replace web link [www.cambridgeshire.gov.uk/sub/cntryside/biodiv](http://www.cambridgeshire.gov.uk/sub/cntryside/biodiv) to [www.cambridgeshire.gov.uk/biodiversitypartnership](http://www.cambridgeshire.gov.uk/biodiversitypartnership)
- **After Paragraph 2**  
Insert a new paragraph, "Biodiversity conservation is intrinsically linked with climate change. Many species rely on the seasonal patterns of our stable climate. As weather patterns subtly change or storm events become more frequent then certain species may experience stresses on their populations. Where species cannot move in order to adjust to rainfall patterns or periods of extreme temperature then they may suffer local extinctions. Habitat fragmentation is a real threat to biodiversity. In order to address this pressure large-scale habitat creation may become increasingly important. At the local level, the choice of traditional planting may need to be re-considered in order to deliver new habitats for the future."

- **Paragraph 3.5**  
Replace "adhere" with "have regard".
- **After paragraph 3.5**  
Amend Guideline 5 so that it reads, "Where an impact is unavoidable and mitigation alone cannot adequately protect a species or habitat then the provision of compensatory habitat will be expected whilst being proportional to the development scheme".
- **After Paragraph 3.5**  
Include additional text in Guideline 1 text box, "Desk based data searches may also be made through the Biological Records Centre."
- **Paragraph 3.12**  
The first paragraph is proposed to read as such, "Applications that do not contain the necessary level of biodiversity information may not be validated by the District Council, and may be returned to the applicant undetermined or further information will be requested."
- **Table 1**  
The second bullet point of Table1 should be amended to read "all buildings with weather boarding and/or hanging tiles regardless of location."

In Table 1, in the with the box "proposed tree work" include a new bullet point of, "trees with substantial ivy cover" with bullet point against bats and breeding birds. The box detailing aquatic habitats should be amended to include "ditches" so that it reads, "Proposals affecting or within 25m\* of rivers, streams, ditches lakes, or other aquatic habitats such as reed beds or fen". The box detailing derelict habitats should be amended to read, "Proposals affecting 'derelict' land (brownfield sites), allotments and railway land especially where piles of dumped materials are to be moved".

- **Paragraphs 3.7 and 3.16**  
Amend forth lines, to read, "The survey should be undertaken and prepared by competent persons with suitable qualifications and experience (such as a member of the Institute of Ecology and Environmental Management) and must be carried out at an appropriate time and month of year, in suitable weather conditions and using nationally recognised survey guidelines or methods where available."
- **Table 2**  
Under "regionally and locally designated sites" insert, "Protected Road Verges (PRV)". Amend paragraph 3.68 for consistency, "Protected Roadside Verge" to become "Protected Road Verge". Under "Priority Habitats" insert "Traditional orchards"

Table 2; insert "Wetlands of International Importance (Ramsar site)"



- **Paragraph 3.25**

The text box at paragraph 3.25, last sentence, should be have the words "a net" deleted so that it reads "Contribute to biodiversity gain as a means to achieve sustainable development."

In text box at paragraph 3.25 of "The District Council will require development to.." change to Development should..."

- **Paragraph 3.27**

Insert additional text at the end of paragraph 3.27, "It should be noted that it is an offence to spread, or cause to grow, certain plant species listed on Schedule 9 of the Wildlife and Countryside Act, 1981."

- **Paragraph 3.29**

At paragraph 3.29 a first sentence amendment is proposed, "The creation and enhancement of habitats adjacent to existing biodiversity rich areas to complement and provide a buffer for biodiversity will be sought."

- **Paragraph 3.30**

Proposed addition to picture annotation at the end of the sentence include "together with the integration of bird boxes".

At paragraph 3.30 included with additional text of paragraph, "This may result through the careful integration of a Sustainable Urban Drainage System (SUDS) within the site"

- **Paragraph 3.34**

Amend text by adding, "where appropriate" and deleting "normally" so that paragraph 3.34 reads, "Applicants, where appropriate, will be required to plant native species hedges to define boundaries in open countryside as opposed to the erection of fences that may hinder the natural movement of animals."

- **Paragraph 3.44**

Addition of "Protected Road Verge" to paragraph 3.44

- **Paragraph 3.62**

Add an additional second sentence of, "The map of the Countryside Enhancement Areas is presented over the page as Map 2." Additional text after paragraph 3.63, "Page left blank intentionally - Insert Map 2 "Countryside Enhancement Areas and Wildlife Corridors".

- **Paragraph 3.45**

To be re-worded as such: "Open space targets - The policy requirements of the adopted DCP DPD policy SF/11 "open space standards" will always be the primary driver for open space provision. However, in order to encourage further access to biodiversity areas through development Natural England's Accessible Natural Green Space Target (ANGST) will be aspired to. The provision of new LNRs is one such mechanism to achieve the target and deliver necessary quality open space for experiencing biodiversity. The ANGST criteria as set out

in "Assessing needs and opportunities: a companion guide to PPG17" require the following:"

- **Paragraph 3.45**  
Change at paragraph 3.45 and elsewhere within the document of "English Nature" to "Natural England".
- **After Paragraph 3.49**  
Re-write the text box after paragraph 3.49 so that it is: "Where development results in significant harm to a Biodiversity Site or a Priority Species (or Habitat) appropriate planning conditions or obligations will be required to adequately mitigate and / or compensate for the harm."

Insert new paragraph at 3.50, "Mitigation consists of measures taken to avoid or reduce negative impacts on species or habitats. Measures may include: locating a development and its working areas and access routes away from areas of high ecological interest, fencing-off sensitive areas during a construction period, or timing works to avoid sensitive periods. Measures may be employed to protect a habitat from the operational impacts of a development such as a reedbed designed and constructed to prevent silt and road run-off from entering a watercourse."

Deleted former 3.50, "Avoiding net loss - The protection of habitats and species, and the avoidance of biodiversity loss is a key objective of PPS9 and the South Cambridgeshire LDF. Avoidance of adverse impact will therefore always be the preferred approach to biodiversity conservation and issue B1 should always be considered. In exceptional circumstances, where the benefits of a proposal are demonstrated to clearly outweigh the importance of biodiversity conservation, conditions will be imposed and obligations negotiated with the aim of securing compensatory habitat creation to prevent any net loss."

Insert new paragraph at 3.51 to read, "Compensation is the process of providing species or habitats benefits specifically to make up for the loss of, or permanent damage to, biodiversity through the provision of replacement areas. Any replacement area should be similar to or, with appropriate management, have the ability to reproduce the ecological functions and conditions of the resource that has been lost or damaged."

Insert new paragraph at 3.52 to read, " Compensation shall be considered as the last resort, with priority always given to protection in entirety followed by appropriate mitigation. Where the benefits of a proposal are demonstrated to clearly outweigh the importance of biodiversity conservation, conditions will be imposed and obligations negotiated with the aim of securing compensatory habitat creation to prevent biodiversity loss."

Delete numbered points after 3.52 to remove,

1. Facilitate the survival of the species' population.
2. Reduce disturbance to a minimum.
3. Provide adequate compensatory habitat in order to sustain and enhance the

current level of a population.

Insert new paragraph at 3.53 to read, "Mitigation schemes may require advance surveys in order to assess species' numbers and habitat quality. This work may only be possible at certain times of the year due to the seasonal nature of species and habitats."

Insert new paragraph at 3.54 to read, "Some forms of mitigation may be relatively simple such as avoiding the bird breeding season whilst undertaking vegetation clearance. Other requirements such as those associated with avoiding harm to bats during building works at a known bat roost may be more complex. Such works may require the input of a licensed ecologist to oversee the work.

Insert new paragraph at 3.55 to read, "Some compensatory measures can be relatively inexpensive in the scheme of a development, such as the provision of new swift nest sites. Other measures may require the construction of entirely new features, such as a bat roost building and may require planning consent in their own right."

Delete former paragraph 3.53, "It should be noted that the translocation of species and habitats shall only be allowed as a measure of last resort."

Retain former paragraph 3.54 and re-number it as 3.57, "The SCDC Biodiversity Strategy provides further information on methods of mitigation in section 4.4 tables 10 and 11."

- **Paragraph 3.62**

Add an additional second sentence of, "The map of the Countryside Enhancement Areas is presented over the page as Map 2." And insert "Map 2 Countryside Enhancement Areas and Wildlife Corridors" (brought forward from the Biodiversity Strategy).

- **Paragraph 3.66**

Additional text, "Wildlife Corridors are presented on Map 2 (after 3.63)".

- **Paragraph 3.56**

Amend text to include additional text so that it reads, "Securing biodiversity gain - Planning obligations are an important tool in securing mitigation and compensation for losses of biodiversity caused through development, and also for securing biodiversity enhancements. In seeking biodiversity gain priority will be given to actions that help achieve Biodiversity Action Plan targets. In particular, enhancements to create appropriate access to Biodiversity Sites will be sought, especially those where landowners or organisations undertake, or increase opportunities for, environmental education; or provide areas where people engage with and experience biodiversity and thus contribute to people's quality of life. Planning obligations relating to the creation of new wildlife habitats will usually include a provision for the ongoing management of new sites for at least ten years."

- **Paragraph 3.57**  
Addition of text so that the last sentence reads, "Instead assessments will be made on a case-by-case basis in the context of wider viability considerations, taking account of: "  
  
Amend to read," Assessing contribution requirements - Unlike other service areas, contribution requirements for biodiversity features cannot be solely based on housing units or any other form of development."
- **Paragraph 3.59**  
Amend to read, "The SCDC Development Control Policy DPD has identified a broad approach to countryside enhancement and presents it in Policy NE/5 Countryside Enhancement Areas. Similarly, the Cambridgeshire and Peterborough Biodiversity Partnership has also produced its 50 Year Vision Map (refer to the SCDC Biodiversity Strategy)."
- **Paragraph 3.60**  
Amend "Wandlebury Ring" to "Wandlebury Country Park"
- **Paragraph 3.61**  
Change "Coton Farming and Countryside Reserve" to "Coton Countryside Reserve".
- **Paragraphs 3.55, 3.62 and 3.63**  
Replace "Green Vision" with "Green Infrastructure Strategy".
- **Paragraph 3.64**  
Amend text, first sentence of text box, to read, "Development proposals will be expected to contribute to the enhancement of biodiversity. Where a contribution to off-site works is requested regard will be had to the identified network of Wildlife Corridors and green infrastructure projects for the district."
- **Paragraph 3.63**  
After paragraph 3.63 insert Map 2 "Countryside Enhancement Areas and Wildlife Corridors"
- **Paragraph 3.66**  
Delete paragraph.
- **Paragraph 3.68**  
Amend text to read, "Background information is available from the County's Biodiversity Officer, but for detailed information on sites please contact Cambridgeshire and Peterborough Biological Records Centre. Information is also available at [www.cambridgeshire.gov.uk/prv](http://www.cambridgeshire.gov.uk/prv)."
- **Paragraph 3.69**  
Replace first sentence of text box with, 'Development should not result in the loss of ancient woodland or its deterioration as a result of a planning consent.'

The words "setting or character" should be replaced by "biodiversity value".

- **Paragraph 3.79**

Insert an additional paragraph; "SUDS can be particularly beneficial in higher density areas due to the dual land-use that they can offer. The natural features offered by grass swales, infiltration strips, reedbeds and ponds will provide habitats for amphibians, birds, mammals and insects whilst also contributing to landscape settings and possibly open space requirements. The Design Guide SPD will provide further details on SUDS."

- **Paragraph 3.80**

Insert additional paragraph, "The success of wildlife areas or SUDS will depend on their proper understanding and management. Where such features are created an applicant may be expected to provide a suitable management statement or management plan. The level of detail is likely to include:

1. A description of the area including a map
2. Species and habitat targets
3. Management prescriptions
4. Persons responsible for undertaking the management
5. Means of reviewing the management plan

- **Appendix 2**

Include references to "Council Directive 92/43/EEC on the Conservation of Natural Habitats and of Wild Fauna and Flora (commonly known as the Habitats Directive", "Council Directive 79/409/EEC on the Conservation of Wildlife Birds (commonly known as the Birds Directive)", "Wildlife and Countryside Act, 1981 (as amended) (WCA 1981)", and "Protection of Badgers Act 1992".

- **Appendix 3**

After useful web sites, include, "Cambridgeshire Green Vision: [www.cambridgeshire.gov.uk/greenvision](http://www.cambridgeshire.gov.uk/greenvision) " and Cambridgeshire Horizons Green Infrastructure Strategy

[www.cambridgeshirehorizons.co.uk/search/results.aspx?siteSearch=Green%20Infrastructure%20Strategy](http://www.cambridgeshirehorizons.co.uk/search/results.aspx?siteSearch=Green%20Infrastructure%20Strategy)

After useful websites add in, "Cambridgeshire and Peterborough Biological Records Centre [www.cpbrc.org.uk](http://www.cpbrc.org.uk)"

- **Glossary**

Add, "Natural Area - Are identified by a combination of physical attributes such as geology, plant and animal species, land-use and culture. These attributes combine to give an area its distinctive biodiversity."

## Listed Building Supplementary Planning Document

- **Section 2.15**  
Amend to read; 'The Statutory List includes a description of each building, which refers to some, but not necessarily all, important features of a historic building. This is for identification purposes only; protection covers the entire building and any object or structure fixed to it or within the boundaries of the building. Irrespective of a building's designated grade, every part the building is Listed, including the interior and any later alterations or additions. In addition, any building or structure within the curtilage (land) of the Listed Building, which although not fixed to the building, forms part of the land and has done so since before 1 July 1948, are treated as part of the Listed Building. Refer to PPG15, Section 6.19 for further information.'
- **Section 4.42**  
Amend to read; 'Sufficient justification and technical data is required for all listed building applications. There are national and local checklists which require particular documents to be submitted. If the information has not been submitted, it may not be formally registered and the additional information requested.'
- **Section 5.2**  
Amend to include the additional bullet point;  
\* All listed buildings, including non-listed older buildings, have potential to provide sites for various forms of wildlife. Breeding birds, such as house sparrows or swifts, may take up residence in the eaves of buildings, and gable ends or weatherboarding may provide suitable crevices for bats. It must be noted that certain species, such as bats, are fully protected in law and their presence is likely to have bearing on the determination of an application and possibly the timing of works. Applications may need to be supported by advance ecological survey information to allow potential wildlife impacts to be properly assessed. A license from Natural England may be required to allow lawful disturbance or destruction of certain habitats (within buildings). Further detail on the range of protected species, biodiversity conservation measures and ecological survey seasons can be found in the SCDC Biodiversity SPD.
- **Section 8.26**  
Amend to include the additional bullet point;  
'Due regard should also be had to the potential impact of chemical treatments on protected species such as bats. Certain treatments are harm to bats and other wildlife and their use may constitute an offence. Further guidance on the subject can be found in the Bat Worker's Manual, chapter 10 "Timber Treatment, Pest Control and Building Work".'

Mitchell-Jones, A.J, & McLeish, A.P. Ed., (2004), 3rd Edition Bat Workers' Manual, ISBN 1 86107 558 8, published by JNCC'

- **Section 9.1**  
Amend to read; 'The Council will require that all new materials are handmade, locally sourced from within the United Kingdom and preferably from the local area and appropriate to the building's age and style, unless otherwise agreed in writing and based upon the particular circumstances of the proposal and building.'
- **Section 11.5:**  
Text amended to read 'sash window'.
- **Section 13.1**  
Amend to read; 'The previously adopted document regarding Thatching in South Cambridgeshire has been incorporated into this supplemental planning document. This document supersedes the previously approved policy document.'

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**SOUTH CAMBRIDGESHIRE DISTRICT COUNCIL**

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<b>REPORT TO:</b>	Leader and Cabinet	2 July 2009
<b>AUTHOR/S:</b>	Chief Executive / Interim Corporate Manager, Community & Customer Services	

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**COMMUNITY ENGAGEMENT STRATEGY****Purpose**

1. To recommend the adoption of the Community Engagement Strategy and Action Plan.
2. This is a key decision because it is of such significance to a locality, the Council or the services that it provides, that the decision-taker is of the opinion that it should be treated as a key decision and it was first published in the December 2008 Forward Plan.

**Background**

3. In July 2008 the Department of Communities and Local Government published a white paper entitled 'Communities in Control – real people, real power'. This detailed the introduction of a new Duty to Involve local people in decision making, which came into effect in April 2009.
4. The work of developing a Community Engagement Strategy to facilitate greater democracy and involvement was carried forward by a number of officers who:
  - carried out an internal audit of current consultation and engagement processes,
  - held a workshop with officers from different services to define community engagement,
  - consulted the Scrutiny and Overview Committee on the outline strategy and draft action plan,
  - consulted partners including the voluntary and community sector and parish councils on the draft strategy and action plan.
5. The new duty to involve does not require that a Community Engagement Strategy be produced, however, a strategy will assist the authority in providing evidence of compliance.

**Considerations**

6. The statutory guidance 'Creating Strong Safer and Prosperous Communities' (July 2008) states that there is already a range of existing requirements such as statutory requirements to inform, consult with or promote the participation of users or citizens, in relation to individual functions (such as spatial planning), and there are also existing non statutory agreements in certain areas (e.g. local compacts with the third sector). The Duty to Involve does not replace these existing requirements, but rather needs to be considered in addition to them, i.e. authorities need to determine whether the new duty requires any extra actions over and above these more specific

requirements. As such, the strategy and action plan has been developed to outline the existing involvement activities of the Council and set out future actions where gaps have been identified.

7. The Community Engagement Strategy and Action Plan are included at Appendix A. It is suggested that the Strategy is reviewed annually to ensure that it remains relevant and appropriate and that the Executive Management Team and the Leader's Portfolio Holder Meeting monitor the Action Plan on a six-monthly basis.

### Options

8. The Cabinet has the following options:
  - a. To adopt the Community Engagement Strategy and Action Plan.
  - b. To request amendments to the Community Engagement Strategy and/or Action Plan prior to adoption.
  - c. To decide not to adopt the Community Engagement Strategy and/or Action Plan and propose an alternative approach to ensuring compliance with the Duty to Involve.

### Implications

9. Financial	The financial implications of delivering the Community Engagement Strategy and Action Plan are in the main included within existing Service Plans. Where actions require additional funding it has been stated that they will only occur if funds are identified.
Legal	The Duty to Involve was in force from 1 April 2009.
Staffing	The development and monitoring of the Community Engagement Strategy sits with the Community and Customer Services area, specifically within the Partnerships Team.
Risk Management	Not developing and implementing a Community Engagement Strategy means that the council is at risk of not fulfilling the duty to involve.
Equal Opportunities	Community engagement encourages equality by providing the means for all residents to participate in decisions about the services that are being developed and provided for them. An Equalities Impact Assessment has been completed and will be placed on the Council's website <a href="http://www.scambs.gov.uk/CouncilAndDemocracy/Equality/equalityimpactassessments.htm">http://www.scambs.gov.uk/CouncilAndDemocracy/Equality/equalityimpactassessments.htm</a> An Initial Assessment found no adverse impacts.

### Consultations

10. Consultation has taken place internally with a number of officers, including the Executive Management Team, who are currently involved in consultation or engagement with different communities in South Cambridgeshire. In addition, a workshop was held with officers to reach a joint understanding of what is meant by community engagement.

11. The Scrutiny and Overview Committee was consulted on the objectives for the Community Engagement Strategy in October 2008 and on the draft Action Plan in March 2009.
12. The Community Engagement Strategy and Action Plan was widely circulated to partners through a public consultation that was held for 12-weeks in compliance with the Cambridgeshire Compact. A small number of responses were received, which were generally positive, but requested the inclusion of a monitoring and review section be added. This is now included within the strategy.

### **Effect on Strategic Aims**

13. The Strategy will benefit local communities by:
  - creating a better understanding of the community we serve, and
  - creating a better understanding of how and why local services need to change and develop.

The outcomes will be:

- better quality, and responsive and effective services targeting the real needs of individuals and communities,
- reduced community inequalities,
- greater local ownership of Council services,
- greater participation in the democratic processes,
- stronger communities,
- greater job satisfaction for Council staff who see that the services they provide are meeting expressed local needs,
- improved local reputation, and
- compliance with the duty to involve.

### **Recommendation**

14. The Cabinet is recommended to adopt the Community Engagement Strategy and Action Plan.

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

Creating Strong, Safe and Prosperous Communities: Statutory Guidance, HM Government (July 2008)

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# **Community Engagement Strategy and Action Plan**

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## Introduction

We are committed to being a listening council and providing a voice for rural life. The Council's vision is:

"We will make South Cambridgeshire a safe and healthy place where residents are proud to live and where there will be opportunities for employment, enterprise and world-leading innovation. We will be a listening Council, providing a voice for rural life and first-class services accessible to all."

We will do this by:

- i. being a listening council, providing first class services accessible to all
- ii. ensuring that South Cambridgeshire continues to be a safe and healthy place for you and your family
- iii. making South Cambridgeshire a place in which residents can feel proud to live
- iv. assisting provision for local jobs for you and your family
- v. providing a voice for rural life.

Councils are at the heart of local democracy and it is therefore essential for us to ensure that all sections of our local community have the opportunity to engage with us. The new way of assessing how effectively local partnerships are working together to deliver local people's priorities (Comprehensive Area Assessment), which commenced in April 2009, will focus on issues that are important to the local community and will require that citizens and communities have increased opportunities to hold public services to account.

This community engagement strategy sets out what we mean by engagement, why we are committed to engaging our local communities and partners and how we plan to engage now and in the future. It has been designed to ensure that engagement opportunities are provided in the most appropriate way for all stakeholders to be involved and give feedback.

## 1. What is community engagement?

Community engagement can mean different things to different people, different communities and different services.

The Government defines engagement as ‘the process whereby public bodies reach out to communities to create empowerment opportunities’<sup>1</sup>. In the same document, community engagement is defined as “the giving of confidence, skills and power to communities to shape and influence what public bodies do for them”.

Engagement activity can happen at various levels<sup>2</sup> including:



4. Empowering – supporting the local community to take action on its own
3. Involving – acting together with the local community
2. Consulting – asking people what they think so that decision-makers can make even better decisions
1. Informing – giving people knowledge so that they are informed

All levels of participation are important.

### 1.1 Principles of engagement

The key principles for a successful approach to community engagement are:

- Effective communication
- Inclusivity and accessibility
- A consistent approach across the organisation and with partners
- Shared learning
- A genuine commitment to community focus
- A willingness to respond to and deliver change which reflects the views of the public

Successful engagement requires time, commitment and cultural change to overcome barriers that often exist.

<sup>1</sup> Definition taken from ‘An Action Plan for Community Empowerment: Building on Success’, Communities and Local Government, 2007

<sup>2</sup> The Consultation Institute, 2008



## **2. Why is community engagement important?**

Local experience and national evidence demonstrate that there will be benefits to both communities and the Council when engagement is undertaken, including:

- Strengthening the democratic legitimacy of government and the civic life of the community;
- More efficient and effective services that better reflect the needs of service users and have higher levels of customer satisfaction;
- A reduction in community inequalities;
- Safer and stronger communities, with a more attractive built environment that meets the people's needs;
- Greater local ownership of Council services;
- A better understanding of how and why local services need to change and develop for everyone, including the most vulnerable in our communities;
- Improved local reputation;
- Greater job satisfaction for Council staff who see that the services they provide are meeting expressed local needs.

Engagement should occur in a systematic way that is integral to everyday working practices. Engagement should not be a one off activity, but provide the fundamental basis of everything we do.

### 3. The national and local context

#### 3.1 National policy context

The Local Government and Public Involvement in Health Act 2007 introduced a duty on local authorities to involve, inform and consult representatives of local persons where it is appropriate and lawful to do so. The duty comes into effect from April 2009.<sup>3</sup>

The 2008 White Paper 'Communities in control: real people, real power' set out plans to introduce a duty on local authorities to promote democracy, as well as other proposals including:

- Schemes to support volunteering and community building.
- Improving information available to local citizens.
- The introduction of a new duty for local authorities to respond to petitions.
- Encouraging all local authorities to implement participatory budgeting by 2012.
- Enabling local authorities to provide modest incentives for voting.
- Support for more neighbourhood councils, particularly in urban areas, and neighbourhood management.
- Engaging more people in commissioning local goods and services.
- Enabling local people to have more of a say in the planning system, by providing more funding to support community engagement in planning and enabling planners to develop stronger skills in working with communities.
- Giving tenants a greater say through local compacts, choice based lettings and tenant co-operatives.
- Supporting the engagement of older and young people by the government.
- Raising the visibility of overview and scrutiny committees; making public officials more visible and accountable; and making it easier for local people to demand a local referendum on directly elected mayors.
- Making it easier for people to stand for election as a local councillor and balance work, family and other commitments with duties as a councillor; giving backbench councillors more powers to make changes in their wards with discretionary local budgets they can target on local priorities; and plans to make it easier for local people to find information on ways they could be active in civic roles in their communities.
- Increasing the number of people helping to run or own local services and assets, such as community centres, parks, disused schools, shops or pubs.

The National Indicator set, introduced in 2008, includes measures to monitor the progress of local authorities and their partners in developing community engagement, for example,

NI 2	Percentage of people who feel they belong to their neighbourhood
NI 3	Civic participation in the local area
NI 4	Percentage of people who feel they can influence decisions in their locality
NI 6	Participation in regular volunteering
NI 7	Environment for a thriving third sector
NI 110	Young People's participation in positive activities

<sup>3</sup> Local Government and Public Involvement in Health Act, 2007, paragraph 138.

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NI 138 Satisfaction of people over 65 with both home and neighbourhood

The new Comprehensive Area Assessment includes an evaluation of the effectiveness of local authorities and their partners in developing community engagement.

## 3.2 Local policies and partnerships

### 3.2.1 Local Strategic Partnership and Local Area Agreement

Community engagement is built into local partnership priorities:

- a) During 2006 and 2007, a variety of consultations took place to develop priorities for the South Cambridgeshire Sustainable Community Strategy 2008-2011. One of the key priorities for residents was having opportunities to participate in decision-making. As a result the strategy includes the following priority:

“Engaging with the local community, including children and young people and other hard-to-reach groups, parish councils, voluntary organisations and neighbourhood forums to improve services”.

- b) The Cambridgeshire Local Area Agreement 2008-2011 includes the following indicators and targets:

National Indicator	Indicator Description <sup>4</sup>	Baseline	2009/10 Target	2010/2011 Target
4	Percentage of people who feel they can influence decisions in their locality	31% <sup>5</sup> (08/09)	-	34%
7	Environment for a thriving third sector	15.3% (tentative)	-	3.9% improvement
110	Young People's participation in positive activities	76.2% (08/09)	80%	82%

### 3.2.2 The Cambridgeshire Compact

The Cambridgeshire Compact is a partnership agreement between statutory bodies, including South Cambridgeshire District Council, and the voluntary and community sector, which has been designed to improve relationships and provide a framework within which to understand what to expect from each other.

The Compact undertakings include that statutory organisations will:

- Undertake appropriate consultation with the voluntary sector to ensure that as commissioners we are working towards consistency in commissioning, funding and monitoring practice.
- Provide for quality in consulting the voluntary and community sector and others, including providing for a 12 weeks minimum consultation period wherever possible.

<sup>4</sup> Definitions can be found at <http://www.communities.gov.uk/localgovernment/performanceframeworkpartnerships/nationalindicators/>

<sup>5</sup> The 2008/09 South Cambridgeshire baseline is 34% and the agreed local target is 36%.

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- Recognise the entitlement of voluntary and community groups to campaign within the law in order to advance their aims and objectives, and to comment on and challenge public sector policy, irrespective of any funding relationship that might exist.
- Recognise the breadth of knowledge and ideas within the voluntary and community sector and agree to value and utilise these resources when developing policy, strategy and service delivery.

### 3.3 Local factors

Community engagement needs to take into account key factors relevant to South Cambridgeshire:

- a) **Growth.** The regional spatial strategy and local development framework envisage major growth in South Cambridgeshire in the next 10-15 years. The Council and its partners are already involving local people in planning for this growth. The delivery of the growth agenda will include involving new residents in developing and sustaining successful communities, which in many cases will involve different approaches to community engagement to those currently used by the Council.
- b) **The population of the district.** Overall, South Cambridgeshire is one of the least deprived districts in the country. Nevertheless, there are pockets of disadvantage and deprivation that need to be taken into account in the Council's approach to community engagement. The district's Gypsy and Traveller community is a particular group whose needs should be addressed. Population projections show a growing proportion of older people in the district.
- c) **Working with Parish Councils.** For the most part South Cambridgeshire consists of a rural area with a network of parish councils. Already the Council works with and supports the 102 parish councils, for example, in developing and delivering parish plans and through the recently established regular meetings with parish councils. Working with parish councils is a key aspect of this strategy.
- d) **Partnerships.** The Council works with its partners through partnerships such as Cambridgeshire Together and the Local Strategic Partnership to develop and deliver its community engagement objectives.

## 4. How will we engage with our local communities?

### 4.1 Our engagement aims

In order to ensure that the Council addresses engagement activity in a consistent and joined up way the following aims have been agreed:

- i. To put **public involvement at the centre** of everything we do
- ii. To strive for a **broad representation** of our residents
- iii. To be **honest, open and transparent** in communications with the public to ensure there is easy access to relevant and clear information
- iv. To ensure that the views, needs, expectations and **outcomes of engagement** activities are used to inform decision making processes, policy development and service planning
- v. To provide **clear guidance** and promote consistent standards of engagement across the Council
- vi. To listen to communities and **give feedback** to participants about outcomes of engagement activities

### 4.2 How we will achieve our aims

- To put public involvement at the centre of everything we do:  
*We will ensure that the views, concerns and expectations of the public are considered in decisions that are made. This will be achieved through the role of elected members and by providing a wide range of opportunities to actively engage with relevant stakeholders.*
- To strive for a broad representation of our residents:  
*We will consider who needs to be engaged when exercising various functions and ensure that stakeholders are appropriately represented.*
- To be honest, open and transparent in communications with the public to ensure there is easy access to relevant and clear information:  
*All engagement activities will have clear aims, objectives and outcomes to ensure that stakeholders feel that they are being engaged in an honest, open and transparent nature.*
- To ensure that the views, needs, expectations and outcomes of engagement activities are used to inform the Council's policy development, service planning and decision making:  
*We will consider ways of increasing public involvement at meetings to extend opportunities to influence decision making throughout the council.*
- To provide clear guidance and promote consistent standards of engagement across the Council:  
*A toolkit will be developed to accompany this strategy and action plan to help officers deliver a consistent standard of engagement.*

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- To listen to communities and give feedback to participants about outcomes of engagement:

*We will ensure that feedback is communicated to participants to inform them of the way in which their views and concerns may have influenced decisions, policy development and service delivery. Feedback will cover what has been done as a result of their input; what is going to be done and when; and what is not going to be done, and why.*

### 4.3 Our existing policies and strategies

Appropriate engagement activity will be central to achieving the Council's vision and is already included within many of our policies and service plans.

The District Council's Aims, Approaches and Actions for 2009 onwards are present within service plans and include:

Relevant Council Aims	Relevant Council Actions for 2009/10
We are committed to being a listening council providing first class services accessible to all	<ul style="list-style-type: none"> <li>• Set up a user group of residents that will look at three areas of service delivery by 2010</li> <li>• Prepare and consult on a Statement of Community involvement on planning issues</li> <li>• Work with voluntary organisations to establish a relationship with hard to reach and vulnerable residents</li> <li>• Establish a system of satisfaction surveys by May 2010, that will be used to improve all the services that we provide</li> </ul>
We are committed to providing a voice for rural life	<ul style="list-style-type: none"> <li>• Assist at least three Parish Councils to produce Parish Plans from 2009</li> <li>• Introduce a new system of quarterly meetings to which all parish councils will be invited to send up to 2 representatives from 2009</li> <li>• Ensure that each Cabinet Member attend at least three Parish Council meetings a year from outside their ward from 2009</li> <li>• Work with others to develop a Community Transport Plan for the District by 2010</li> </ul>

#### 4.3.1 Comprehensive Equalities Policy

The Council's current draft policy includes a commitment to the following principle:

Encouraging 'real' participation in local democracy by people who may normally feel excluded from decision-making processes. In doing this, we will ensure that we seek the views of groups who are particularly vulnerable or at risk of social exclusion or have found it difficult to access our services or receive favourable outcomes from them.

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### **4.3.2 Local Development Framework**

The Local Development Framework Core Strategy was prepared following a programme of consultation and public participation. A Statement of Community Involvement on planning issues is due to be consulted on by September 2010.

### **4.3.3 Customer Service Strategy**

The Customer Service Strategy is focused on our determination to deliver high quality, responsive, accessible, value for money services. We have used the local government Improvement and Development Agency's (IDeA) three customer service themes to provide a framework for the strategy and action plan. In summary these are:

- *Responsive services* – understanding what customers want and designing, where feasible, services to meet their needs.
- *Accessible services* – ensuring that services are accessible and convenient to all customers.
- *Efficient and effective services* – getting good value for money and making the best use of resources.

### **4.3.4 Communications Strategy**

The Communications Strategy (September 2007) states that:

“...local government communication is a set of activities that ensure regular contact with groups of people (stakeholders) wider than service users and residents. It is also about engaging with and keeping staff up-to-date and involved in changes and developments. It builds and maintains effective relationships with the news media, develops a community identity, promotes a sense of place, and communicates and joins up with partners.”

Our main communication actions are aimed at high priority stakeholder groups such as residents, parish councils and identified hard-to-reach groups.

## **4.4 Our existing and future engagement activity**

The Council currently informs, consults, involves and empowers the public in a range of ways, for example:

- South Cambs Magazine
- Website
- Democratic services
- Consultation on planning applications
- Growth areas stakeholder participation
- Tenant participation
- Youth participation
- Support for community-led plans
- Forums (agents, business users, disability)
- Satisfaction surveys.

More detailed engagement activity is mapped by service area at **Appendix A**. The activity is mapped alongside future planned action.

## **5. How will we monitor and review this strategy and action plan?**

This strategy will be reviewed on an annual basis to ensure it continues to meet the needs of our local communities and the needs of our stakeholders. This will be assessed using our Local Area Agreement targets (see 3.2) and the other relevant indicators within the National Indicator Set (see 3.1).

The Executive Management Team and the Leader's Portfolio Holder Meeting will monitor the action plan on a 6-monthly basis.



## Community Engagement Action Plan: 2009 onwards

AFFORDABLE HOUSING			
Housing Services	Existing Engagement Activity		
	<b>Informing</b> <ul style="list-style-type: none"> <li>Contributions to Council website and South Cambs Magazine</li> </ul> <b>Consulting</b> <ul style="list-style-type: none"> <li>Landlord services satisfaction survey</li> <li>Satisfaction surveys for housing advice and homelessness</li> <li>New lettings survey</li> </ul> <b>Empowering</b> <ul style="list-style-type: none"> <li>The Tenant Participation Plan includes developing engagement over a two-year period</li> </ul>		
	<b>Future Action</b>	<b>Target Completion Date</b>	<b>Responsibility</b>
	Ensure all new tenants receive a customer satisfaction survey and outcomes actioned to improve where practicable to do so	September 2009	Housing Services Manager
	Introduce satisfaction survey for all cancelled home-link applications	April 2010	Housing Advice and Options Manager
	Ensure leaflets are made available in different formats and investigate value of tailor made leaflets	February 2010	Housing Advice and Options Manager

**CHIEF EXECUTIVE'S**

<b>Legal Services</b>	<b>Existing Engagement Activity</b>
	<b>Consulting</b> <ul style="list-style-type: none"> <li>Survey parish councils to find out what they would like to see provided by the Council in terms of training and support on issues relating to standards</li> </ul>

**COMMUNITY AND CUSTOMER SERVICES**

<b>Policy and Performance</b>	<b>Existing Engagement Activity</b>		
	<b>Informing</b> <ul style="list-style-type: none"> <li>Produce Corporate Plan to inform on Council priorities and performance</li> </ul> <b>Consulting</b> <ul style="list-style-type: none"> <li>Co-ordination of the Place Survey</li> <li>Customer and stakeholder consultation of service delivery</li> </ul> <b>Involving</b> <ul style="list-style-type: none"> <li>Scrutiny 'goes on the road'</li> <li>Speaking and questions at Scrutiny meetings</li> </ul>		
	<b>Future Action</b>	<b>Target Completion Date</b>	<b>Responsibility</b>
	Consultation on draft service plans	November 2009	Policy and Performance Manager
	Set up Equalities Consultative Forum	March 2009	Equalities Officer
	Development of a consultation plan to coordinate council-led consultations and, where possible, consultation by partners	March 2010	Policy and Performance Manager
	Produce an A-Z guide to Council services	September 2009	Customer Service Co-ordinator

<b>Communications</b>	<b>Existing Engagement Activity</b>		
	<b>Informing</b> <ul style="list-style-type: none"> <li>• Coordination and editorial of South Cambs Magazine</li> <li>• Regular press releases about aspects of the Council's work</li> <li>• Contributions to the Council website</li> </ul> <b>Consulting</b> <ul style="list-style-type: none"> <li>• South Cambs Reader's Survey to improve and develop future editions of the magazine</li> <li>• Website consultation of budget and objectives to feed comments into the decision-making process</li> </ul>		
	<b>Future Action</b>	<b>Target Completion Date</b>	<b>Responsibility</b>
	Assist services with their community engagement activity	Ongoing	Communications Manager
<b>Electoral and Support Services</b>	<b>Existing Engagement Activity</b>		
	<b>Informing</b> <ul style="list-style-type: none"> <li>• Electoral register form sent out with council tax information</li> <li>• Further forms sent in August if no response received</li> <li>• Election notices given to all parish clerks</li> <li>• Birthday cards sent to 18 year olds</li> </ul> <b>Empowering</b> <ul style="list-style-type: none"> <li>• All eligible residents sent a poll card</li> </ul>		

Partnerships	Existing Engagement Activity		
	<b>Informing</b> <ul style="list-style-type: none"> <li>• Crime and Disorder Reduction Partnership weekly email to partners</li> <li>• Timely crime reduction messages/articles to parish councils</li> <li>• Regular mailings to parish councils of community safety literature</li> <li>• Contributions to Council website and South Cambs Magazine</li> <li>• Contributions to Cambridgeshire Together e-Newsletter</li> <li>• Community safety roadshows</li> </ul> <b>Consulting</b> <ul style="list-style-type: none"> <li>• Annual community safety consultation for the Strategic Assessment (local community and parish councils)</li> </ul> <b>Involving</b> <ul style="list-style-type: none"> <li>• Setting policing priorities at neighbourhood panels</li> <li>• Consideration of community proposals under the Sustainable Communities Act 2007</li> <li>• Working with the voluntary and community sector through the Cambridgeshire Compact</li> <li>• Parish council liaison meetings on a six-monthly basis to discuss issues of common interest/concern</li> </ul> <b>Empowering</b> <ul style="list-style-type: none"> <li>• Problem-solving anti-social behaviour groups, including relevant community members</li> <li>• Community-led planning (formally known as Parish Planning)</li> </ul>		
	Future Action	Target Completion Date	Responsibility
	Appointment of two-year post Community Liaison Support Assistant to include parish council liaison	June 2009	Partnerships Manager
	Assist at least three parish councils to produce Parish Plans	March 2010	Partnerships Manager
	Establish and publicise quarterly meetings with parish council representatives	September 2009	Partnerships Manager
	Executive members to attend at least 3 parish council meetings outside their own ward by March 2010	April 2009 – March 2010	Partnerships Manager
	Research best practice in parish council engagement and liaison arrangements	July 2009	Partnerships Manager

	Complete satisfaction survey to identify progress with improving level and quality of engagement with parish councils	September 2009	Partnerships Manager
	Publicise establishment of Partnerships Team and links with parish councils	July 2009	Partnerships Manager
	Carry out consultation with hard to reach groups regarding council and other partners priorities	September 2009	Partnerships Manager
	Work with voluntary groups to provide information at events in 20 villages a year	March 2010	Partnerships Manager
	Develop an Engagement Toolkit for use by officers	March 2010	Partnerships Manager

## FINANCE AND SUPPORT SERVICES

Revenues and benefits	Existing Engagement Activity		
	<b>Informing</b> <ul style="list-style-type: none"> <li>Press releases on prosecutions relating to benefit fraud</li> <li>Contributions to Council website and South Cambs Magazine e.g. fraud hotline</li> </ul> <b>Consulting</b> <ul style="list-style-type: none"> <li>Consultation on council tax issues</li> <li>One-off survey on customer satisfaction and expectations</li> </ul>		
	<b>Future Action</b>	<b>Target Completion Date</b>	<b>Responsibility</b>
	Set up joint meetings with local advice agencies	Quarterly from April 2009	Head of Revenues
	Carry out customer and stakeholder consultation on housing and council tax benefit take-up in growth areas	October 2009	Head of Revenues
	Create a landlords forum (for those landlords with tenants in receipt of housing benefit) to meet with the Benefits service to improve engagement and to discuss satisfaction and improvement	July 2009	Benefits Manager
	Evaluate the level of satisfaction with the rent collection and payment options for residents of council managed Travellers sites	July 2009	Revenues Manager

<b>Finance</b>	<b>Existing Engagement Activity</b>		
	<b>Informing</b> <ul style="list-style-type: none"> <li>• Leaflet sent out with Council Tax information</li> <li>• Summary of accounts and budget book produced and publicly available on the website</li> </ul> <b>Consulting</b> <ul style="list-style-type: none"> <li>• Consultation on the budget, including with the business community through the Chamber of Commerce</li> </ul>		
	<b>Future Action</b>	<b>Target Completion Date</b>	<b>Responsibility</b>
	Participatory budgeting is a government aspiration for all local authorities	Dependent on national guidance	Executive Director – Corporate Services
	Develop cross-cutting public involvement in the budget process, to include all sections of the community, businesses, parish councils and voluntary sector partners at times when it can genuinely have an influence	October – December each year	Executive Director – Corporate Services
	Examine opportunities within existing budgets to present financial information more clearly and concisely electronically so that it can be more easily understood by residents	March 2010	Executive Director – Corporate Services
	Working with the Policy and Performance Team, present financial and performance information for residents in such a way that value for money can be more readily understood	March 2010	Executive Director – Corporate Services
<b>Democratic Services</b>	<b>Existing Engagement Activity</b>		
	<b>Informing</b> <ul style="list-style-type: none"> <li>• Agenda links sent to a range of stakeholders prior to meetings and published online</li> <li>• Weekly email to parish councils, through a dedicated section of the Weekly Bulletin</li> </ul> <b>Consulting</b> <ul style="list-style-type: none"> <li>• Public speaking invited at Planning meetings</li> </ul>		
	<b>Future Action</b>	<b>Target Completion Date</b>	<b>Responsibility</b>
	Review of Constitution format and layout to make it more accessible	November 2009	Democratic Services Manager

HEALTH AND ENVIRONMENTAL SERVICES			
Environmental Health	Existing Engagement Activity		
	<b>Informing</b> <ul style="list-style-type: none"> <li>Council website and South Cambs Magazine e.g. refuse collection information</li> <li>Contributions to parish council newsletters</li> <li>Quarterly Health and Safety newsletter to businesses</li> <li>Food hygiene newsletter to businesses</li> </ul> <b>Consulting</b> <ul style="list-style-type: none"> <li>Survey of satisfaction of businesses with regulatory services</li> <li>Annual satisfaction survey of residents who have made a service request and random sample of the population</li> <li>Ad hoc consultations on legislation changes</li> <li>Ad hoc focus groups e.g. waste services</li> </ul> <b>Involving</b> <ul style="list-style-type: none"> <li>Clean up events</li> </ul>		
	<b>Future Action</b>	<b>Target Completion Date</b>	<b>Responsibility</b>
	Establish a programme of at least 10 Community Clean Up events per year throughout the district	March 2010	Environmental Services Manager
	Consider provision of training and graffiti removal kits for parish councils to improve the graffiti removal service	October 2009	Environmental Services Manager
	Private sector housing stock condition survey	March 2012	Environmental Health Officer Public Health Specialist

NEW COMMUNITIES			
<b>Economic Development</b>	<b>Existing Engagement Activity</b>		
	<b>Informing</b> <ul style="list-style-type: none"> <li>Economic News and the business pages on the website provide information for businesses in the local area</li> </ul>		
	<b>Future Action</b>	<b>Target Completion Date</b>	<b>Responsibility</b>
	Consultation on the Economic Development Strategy: Phase 2 – development and consultation on strategy	End Summer 2009	Growth Areas Project Manager
	Set up a business forum and introduce a series of regular business breakfast meetings in the district	End 2009	Growth Areas Project Manager
<b>Cultural Services (Arts, Sports and Community Facilities and Community Development)</b>	<b>Existing Engagement Activity</b>		
	<b>Informing</b> <ul style="list-style-type: none"> <li>Contributions to Council website and South Cambs Magazine</li> <li>Funding Toolkit</li> <li>'The Event', including an arts diary in South Cambs Magazine</li> <li>Training for voluntary and community sector organisations on business plans, constitutions and consultation</li> </ul> <b>Empowering</b> <ul style="list-style-type: none"> <li>Youth participation through dedicated officer and local champions, including working with parish councils and the voluntary and community sector</li> <li>Funding advice and support</li> </ul>		
	<b>Future Action</b>	<b>Target Completion Date</b>	<b>Responsibility</b>
	Work with Cambridgeshire and Peterborough Association of Local Councils to deliver Community Leadership training for parish councils	September 2009	Community Development Officer



Growth Areas	Existing Engagement Activity		
	<p><b>Informing</b></p> <ul style="list-style-type: none"> <li>Contributions to Council website and South Cambs Magazine</li> <li>Parish council updates, including letters to Clerks and attending parish council meetings</li> <li>Northstowe stakeholder group</li> <li>'Tea club' discussions</li> <li>Welcome packs for new residents at Orchard Park and Cambourne</li> <li>Cambourne Service Providers' Group and Orchard Park Community Interest Group</li> </ul> <p><b>Consultation</b></p> <ul style="list-style-type: none"> <li>Consultation with existing and neighbouring parishes on Community Governance Review for Northstowe</li> <li>Northstowe Parish Forum</li> <li>Statutory consultation on planning applications, which result in comments being taken into account on planning decisions (subject to planning regulations)</li> </ul> <p><b>Involving</b></p> <ul style="list-style-type: none"> <li>Section 106 Officer works closely with parish councils to maximise benefits of planning gain for local communities</li> <li>Design days at Swavesey Village College</li> <li>Youth Forums</li> <li>Attending parish council meetings</li> </ul> <p><b>Empowering</b></p> <ul style="list-style-type: none"> <li>Orchard Park Action Group bringing together district councillors, community council, district council and master developer</li> <li>Regular meetings with Orchard Park Shadow, Interim and Community Council</li> </ul>		
	Future Action	Target Completion Date	Responsibility
	Place Survey booster sample for Orchard Park and Cambourne	Report due August 2009	Growth Areas Project Manager
	Establish Youth Planning Conference to bring together young people to discuss and debate planning issues related to growth sites	September 2009	Engagement and Communications Officer

<b>Environmental Sustainability</b>	Parish consultation on section 106 Supplementary Planning Document	Spring 2010	S106 Officer
	Consultation regarding community access to facilities at Trumpington Meadows	July 2009 onwards	Community Services Manager
	<b>Existing Engagement Activity</b>		
	<b>Informing</b> <ul style="list-style-type: none"> <li>Climate change webpages on the District Council website</li> </ul>		
	<b>Future Action</b>	<b>Target Completion Date</b>	<b>Responsibility</b>
	Employ part-time officer working with parish councils on renewable energy schemes	August 2009	Growth Areas Project Manager

## PLANNING AND SUSTAINABLE COMMUNITIES

<b>Planning Policy</b>	<b>Existing Engagement Activity</b>		
	<b>Informing</b> <ul style="list-style-type: none"> <li>Contributions to Council website and South Cambs Magazine</li> <li>Exhibitions</li> </ul> <b>Consulting</b> <ul style="list-style-type: none"> <li>Statutory consultation with agencies and public on development plans, which can result in plans being changed</li> </ul>		
	<b>Future Action</b>	<b>Target Completion Date</b>	<b>Responsibility</b>
	Prepare and consult on a Statement of Community Involvement on planning issues	September 2010	Planning Policy Manager
	Set up a forum of parish councils, housing associations and others to examine the workings of our exception sites policy in light of recent experience and current market conditions	September 2009	Corporate Manager (Planning and Sustainable Communities)

<b>Development Control</b>	<b>Existing Engagement Activity</b>
	<p><b>Informing</b></p> <ul style="list-style-type: none"> <li>• Developer exhibitions</li> <li>• Contributions to Council website and South Cambs Magazine</li> </ul> <p><b>Consulting</b></p> <ul style="list-style-type: none"> <li>• Statutory consultation on planning applications, which results in comments being taken into account on planning decisions (subject to planning regulations)</li> <li>• Access issues discussed with a disability forum on a fortnightly basis</li> </ul> <p><b>Involving</b></p> <ul style="list-style-type: none"> <li>• Agents forum, which results in views being fed into development of operational arrangements</li> <li>• Attending parish council meetings</li> <li>• Planning Parish Forum to receive feedback on and discuss issues arising with planning matters</li> </ul>
<b>Building Control</b>	<b>Existing Engagement Activity</b>
	<p><b>Informing</b></p> <ul style="list-style-type: none"> <li>• Informing those potentially affected by planning applications</li> <li>• Contributions to Council website and South Cambs Magazine</li> </ul> <p><b>Consulting</b></p> <ul style="list-style-type: none"> <li>• Consulting other statutory partners, technical bodies and supply services on technical aspects of planning applications</li> <li>• Annual customer survey to ensure accurate, current and consistent advice</li> </ul>

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**SOUTH CAMBRIDGESHIRE DISTRICT COUNCIL**

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<b>REPORT TO:</b>	Leader and Cabinet	2 July 2009
<b>AUTHOR/S:</b>	Chief Executive / Interim Corporate Manager, Community & Customer Services	

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**EQUALITY STANDARD FOR LOCAL GOVERNMENT – LEVEL 2****Purpose**

1. To inform Cabinet of the Council's progress in mainstreaming equality and diversity against the Equality Standard for Local Government and to recommend that Cabinet endorse that the Council is at Level 2.
2. This is a key decision because:
  - it is significant in terms of its effects on communities living or working in all wards of the District.
  - it raises new issues of policy, is made in the course of developing proposals to amend the policy framework and is a decision taken under powers delegated by the Council to amend an aspect of the policy framework.
  - it is of such significance to a locality, the Council or the services which it provides that the decision-taker is of the opinion that it should be treated as a key decision.

**Background**

3. The Council has identified equalities as a priority area in which it must make progress because of the findings of the Corporate Governance Inspection of 2007/08; the need to achieve compliance with statutory requirements; and deliver relevant Council Aims and Actions. The Improvement Board also identified this as a key area for the Council. The Council also needs to be more in step with its partners in the LSP and LAA. Equality and diversity will be an area of focus for the Comprehensive Area Assessment (CAA).
4. Progress has been held back over the last year because of the illness and subsequent sad death of the former Equality and Diversity Officer and the need to address other improvement priorities.
5. A new Equality and Diversity Officer, Paul Williams, has been in post since January 2009 and the secondment of Equalities Project Officer, Andrew Francis, to support Equality Impact Assessments (EQIAs) has further strengthened the progress made by the Council on equalities. Further capacity has been provided through consultancy support for the development and revision of the policy framework.
6. The Equality Standard for Local Government was introduced in 2001 to help local authorities make progress in mainstreaming equality. In December 2007, following input from the Scrutiny and Overview Committee, South Cambridgeshire District Council declared that it was at Level 1.

7. An essential part of the Equality Standard for Local Government is for the authority to express its commitment to equality and diversity through the development of a Comprehensive Equalities Policy, which was adopted by Cabinet in April 2009.
8. The Council's Comprehensive Equalities Policy set out a commitment that it would progress to Level 2 of the Equality Standard for Local Government by the end of June 2009.

### **Considerations**

9. On 10 June 2009, Stuart Elrick, Principal Consultant from the Improvement and Development Agency (IDeA) conducted a peer review of South Cambridgeshire District Council. Although it is acceptable for a local authority to self-declare at Level 2, a peer assessment was arranged to improve transparency and confidence in the Council's commitment to equalities.
10. Stuart Elrick concluded that South Cambridgeshire was indeed a Level 2 authority and to quote the Principal Consultant's view: "...they are a lot further on their equality journey than they thought (or wanted to admit) - they are at level 2 and some of their work can be deemed to be that of an "Achieving" authority. They need to believe in themselves more and celebrate success with the staff on what they have achieved." A copy of the peer review report is attached at Appendix 1.
11. On 25<sup>th</sup> June 2009, the Scrutiny and Overview Committee will consider the peer review report and officer recommendation that South Cambridgeshire District Council self-declares at Level 2 of the Equality Standard for Local Government. The comments of the Scrutiny and Overview Committee will be reported to the meeting.
12. In April 2009, the IDeA published a new equality performance and improvement framework to respond to changes in legislation and the new challenges that local authorities face today. Local authorities have until September 2009 to merge onto the new framework model.
13. The new Equality Framework for Local Government is based on three levels, "Developing," "Achieving" and "Excellent." As South Cambridgeshire District Council has been reviewed as a Level 2 authority under the earlier standard, the Council will merge onto the "Developing" level of the new framework.
14. In considering the peer review report it is important to note that South Cambridgeshire District Council is now working towards the "Achieving" level of the new Equality Framework for Local Government and the new five areas of performance to be addressed are:
  - Knowing your communities and equality mapping
  - Place shaping, leadership, partnership and organisational commitment
  - Community engagement and satisfaction
  - Responsive services and customer care
  - A modern and diverse workforce

### **Implications**

15.	Financial	There is a dedicated Equality & Diversity budget. The Council is being supported and sponsored by the joint East of England Regional Assembly and Improvement East project "Meeting the Equality Challenge." The Project consists of a variety of measures including training activities, master class workshops, and in-house support.
	Legal	Discrimination law protects people and the Council has a public responsibility to ensure that it adheres to its legislative requirements. Statutory duties in relation to equalities ensure that our services are open to, and, accessible by all our residents and reflect the diversity of our rural district.
	Staffing	The Equality and Diversity Officer and the Equalities Project Officer are responsible for mainstreaming equalities into the Council with the support of the Equality and Diversity Steering Group and Equalities Consultative Forum.
	Risk Management	The Council could be successfully challenged over not complying with general equalities legislation or legislation specific to public and local authority bodies, <i>leading to</i> financial compensation payments and penalties, possible Commission for Human Rights and Equalities inspection, <i>resulting in</i> reduction in reserves available to support balanced MTFS, adverse publicity and effect on reputation.
	Equal Opportunities	The Equality Standard for Local Government (and revised framework model) is based on the idea of equal life chances and helps local authorities to develop an equal society for the community, which it serves.

### Consultations

16. The Equality Standard for Local Government Level 2 peer review included consultation and challenge with representatives of the Equality and Diversity Steering Group, Executive Director, Steve Hampson and Lead Member for Equality & Diversity, Cllr Mark Howell.

### Conclusions/Summary

17. South Cambridgeshire District Council was subject to a peer review to establish progress made on the Equality Standard for Local Government. The peer review highlighted that the Council is at least a Level 2 authority and is now in a position to self-declare and celebrate this success.
18. The peer review also highlighted that the Council was making good progress on it's 'equalities journey' to become an "Achieving" authority within the new Equality Framework for Local Government.

### Recommendation

19. It is recommended that Cabinet notes the IDeA peer review report and that South Cambridgeshire District Council self-declares its achievement of Level 2 of the Equality Standard for Local Government.

**Background Papers:** the following background papers were used in the preparation of this report: Comprehensive Equalities Policy 2009 - 2012

**Contact Officer:** Paul Williams – Equality & Diversity Officer  
Telephone: (01954) 713465



## South Cambridgeshire District Council

### Equality and Diversity – Journey to “Achieving” on the Equality Framework for Local Government

#### 1. **Knowing Your Community and equality mapping**

Most authorities are struggling with this – especially in “two tier” authorities.

They need to:

- have processes in place for sharing data internally - there is a lot of data collected but very much in "departmental silos" again a very common occurrence.
- have data sharing protocols with their LSP partners and community groups including 3rd sector
- coordinate who knows what about the communities and use that intelligence and data to prioritise and make a difference

#### 2. **Place Shaping - Corporate Commitment and Leadership**

- be aware of the important role they have in place shaping South Cambs - their sustainable community strategy needs to be the umbrella under which this takes place and work with their partners to achieve the aims of the LSP & LAA
- the CEO's and Directors' commitment needs to be re-affirmed and strengthened - the staff need to see tangible evidence of this commitment.
- continue to develop Member understanding of how E&D fits into service delivery and the role Members have in promoting that agenda - the portfolio holder with responsibility for E&D is very enthusiastic and focussed and their scrutiny function is strong
- develop a more tangible and visible 'golden thread' linking all the policies so that delivery of the priorities is seamless - there is a perception that there are a lot of policies but not really joined up.
- having Paul in the "corporate core" is a strength.

#### 3. **Community Engagement and Satisfaction**

- this links with knowing your communities: the more you know about them the easier it is to engage - develop the current community engagement work
- Develop ways of getting feedback from the communities - engage with stakeholders; there are over 100 parishes within the district - use them; use Members and staff

#### 4. **Service Delivery**

- this links with knowing your customers - the more you know about them the easier it is to engage with them and deliver services of excellence ---this will be enhanced as they develop their Customer Excellence programme
  - carry out service user surveys
  - be aware of emerging customers and their needs

#### 5. **Diverse work force**

There are a lot of strength in this area - Stonewall; liP; Equal Pay Audit; Commitment to JE

- look at ways to make the staff more representative of the community and staff profile - very good E&D practices during recruitment but maybe not going out to attract under representative groups.
- Managers' competencies being developed - positive move - needs evaluation
- update the workforce plan with E&D targets - look at succession management

- celebrate success
- positive liP report - feedback to management team happening soon - action plan to fit in with E&D action plan.

I was impressed by a willingness of those I saw to take this agenda forward and Paul is very committed. There may be a capacity issue but that will need to be evaluated over time.

**Appointments by Cabinet and *Ex Officio* Appointments**

<b>Body</b>	<b>Number to Appoint</b>	<b>Details of Appointment</b>	<b>Appointment(s) 2008-09</b>
Cambridge City Centre Management Consultative Forum	1	Relevant Portfolio Holder	New Communities
Cambridge East Joint Member Reference Group	0	Following discussion with County and City Council officers, this body is defunct as it had been established to enable progress on the now-completed Area Action Plan (AAP). If the AAP needs to be revisited, issues will be progressed through the new Joint Planning Policy Committee which comes into effect on 1 July and which is the plan-making authority for Cambridge East. Implementation issues will be matters for the Joint Strategic Growth Implementation Committee (JSGIC).	New Communities
Cambridge Marriage Guidance Council (Relate)	1	In May 2006 Council decided that this fit within the remit of the Community Development Portfolio Holder; since then, the relevant Portfolio Holder has been appointed, although Relate has indicated that they would be happy for the appointment of any member of the authority who has an interest in the work of Relate. Named substitute members may also be appointed.	New Communities
Cambridge Southern Fringe Joint Member Reference Group	0	Following discussion with County and City Council officers, this body is defunct as it had been established to enable progress on the now-completed Area Action Plan (AAP). If the AAP needs to be revisited, issues will be progressed through the new Joint Planning Policy Committee which comes into effect on 1 July and which is the plan-making authority for Cambridge Southern Fringe. Implementation issues will be matters for the Joint Strategic Growth Implementation Committee (JSGIC).	New Communities
Cambridgeshire Councils' Association Waste and Environment Forum	1	Any member of the authority – usually the relevant Portfolio Holder. The representative may appoint a deputy for any particular item. Substitutes are allowed, but it is not a requirement that a named substitute be appointed at the beginning of the year.	Environmental Services

Body	Number to Appoint	Details of Appointment	Appointment(s) 2008-09
East of England Regional Assembly	1	Wherever possible, the representative should be a senior member of the Council and, if a single recognised political group has overall control of the authority, the representative should be a member of that group. A substitute member may be appointed. Meetings are held in public, so any other members of the authority are welcome to attend in that capacity.	Leader
Joint Cambridgeshire Regional Spatial Strategy Review Panel (CReSSP)	1	Relevant Portfolio Holder has been appointed by Council; Cabinet must determine which Portfolio is relevant	New Communities
Joint Transport & Planning Lead Members	1	Relevant Portfolio Holder has been appointed by Council; Cabinet must determine which Portfolio is relevant	New Communities
Joint Transport Forum	1	Relevant Portfolio Holder has been appointed by Council; Cabinet must determine which Portfolio is relevant	Planning
Local Government Association General Assembly	1	All district councils are entitled to one vote and to appoint one representative.	Leader
Local Government Association Rural Commission	1	Each authority may send up to two representatives, at least one of which will be an elected member.	Leader
North West Fringe Member Reference Group	0	Following discussion with County and City Council officers, this body is defunct as it had been established to enable progress on the now-completed Area Action Plan (AAP). If the AAP needs to be revisited, issues will be progressed through the new Joint Planning Policy Committee which comes into effect on 1 July and which is the plan-making authority for Cambridge North West Fringe. Implementation issues will be matters for the Joint Strategic Growth Implementation Committee (JSGIC).	New Communities
South Cambridgeshire Crime and Disorder Reduction Partnership	1	Relevant Portfolio Holder	Leader
South Cambridgeshire Traffic Management Area Joint Committee	5 plus 1 named substitute from each group	Appointments must reflect political balance of SCDC (3 Conservative, 1 Lib Dem, 1 Independent Group)	Leader, New Communities, Planning
<b>Cambridgeshire Together (Local Area Agreement) Partnership Boards</b>		<b>Revised structure agreed by Cambridgeshire Together Board on 15 September 2008</b>	
Cambridgeshire Together (Local Area Agreement Board)	1	Leader	Leader
Cambridgeshire Horizons Board	1	Leader <i>or</i> relevant Portfolio Holder	Leader
Greater Cambridge Partnership	1	Any Council Member, who may continue in this appointment until the Cabinet decides otherwise.	Leader
Environmental Sustainability Partnership	1	Any Council Member, who may continue in this appointment until the Cabinet decides otherwise.	Environmental Services

<b>Body</b>	<b>Number to Appoint</b>	<b>Details of Appointment</b>	<b>Appointment(s) 2008-09</b>
RECAP Board	1	Any Council Member, who may continue in this appointment until the Cabinet decides otherwise.	Environmental Services
Community Wellbeing Partnership	1	Any Council Member, who may continue in this appointment until the Cabinet decides otherwise.	Environmental Services
Children and Young People's Partnership / Children's Trust	1	Lead Member for Children and Young People (does not necessarily need to be an Executive Member if there is, for example, a non-Executive Champion for Children and Young People)	Leader
Safer and Stronger Communities Partnership	1	Any Council Member, who may continue in this appointment until the Cabinet decides otherwise.	Leader

### **Appointments by Leader**

Local Government Association Annual Conference – 1 representative

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## SOUTH CAMBRIDGESHIRE DISTRICT COUNCIL

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<b>REPORT TO:</b>	Leader and Cabinet	2 July 2009
<b>AUTHOR/S:</b>	Chief Executive / Interim Executive Director - Corporate Services	

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**NATIONAL INDICATOR (NI) 179 (VALUE FOR MONEY GAINS) - ACTUAL 2008/09****Purpose**

1. The purpose of this report is to inform Cabinet of the actual amount of value for money gains achieved from 1 April 2008 to 31 March 2009 and to request delegated authority to the Leader and the Chief Executive for submitting details of the amount achieved to the Department for Communities and Local Government (DCLG), in consultation with the Finance & Staffing and Sustainability, Procurement & Efficiency Portfolio Holders.
2. This is not a key decision; it has been brought before Members because guidance from DCLG is that the Leader of the Council, the Chief Executive and the Chief Financial Officer (Section 151 Officer) should certify and approve the NI 179 (value for money gains) calculation.

**Background**

3. Within the Comprehensive Spending Review 2007 (CSR07), all public services were set a target of achieving at least 3% net cash-releasing value for money gains per annum over the period 2008/09 to 2010/11. National indicator (NI) 179 sets out the following requirement:

*Value for money – total net value of ongoing cash-releasing value for money gains that have impacted since the start of the 2008/09 financial year*

However, there is no mandatory efficiency target for individual councils, although other assessments also mean that the Council needs to continue to deliver efficiency savings, e.g. Use of Resources and Managing Performance.

4. The Council has to report on NI 179 twice for each financial year:
  - (a) the forecast of the gains expected to be achieved since 1 April 2008 by the end of that financial year, in October (this was done on 24 October 2008 for 2008/09);
  - (b) the actual value of gains achieved by the end of the financial year just concluded, in July (i.e. for 2008/09, by 24 July 2009).

**Considerations**

5. In September 2008, Cabinet endorsed a recommendation that the amount to be forecast for NI179 for 2008/09 be £820,000, split across General Fund (£369,000), Housing Revenue Account (HRA, £287,000) and Capital Programme (£164,000).
6. An Efficiency Savings Project Team met regularly during 2008/09 to consider and generate savings proposals, and monitor the delivery of the savings proposed. The complexity of calculating savings and the need to obtain auditable supporting evidence means that officers have not yet been able to finalise all the calculations

and therefore actual savings figures are not yet confirmed. The indicative savings achieved are set out against the targets in the table below; however, Members are asked to note that the final savings figures may vary, up or down, from those shown:

	<b>General Fund</b> £'000	<b>HRA</b> £'000	<b>Capital Programme</b> £'000	<b>Total</b> £'000
Target	369	287	164	820
Savings achieved	255	241	501	997
Surplus / (Shortfall)	(114)	(46)	337	177

7. DCLG has also advised that councils may count the value of any cash-releasing (i.e. "cashable") gains achieved before 2008/09 where they are both ongoing and in excess of the council's previous 7.5% (overall) efficiency target for the Spending Review 2004 (SR04) period.
8. The Council achieved ongoing cashable gains of £1,506,000 during the SR04 period, exceeding its overall target of £1,245,000 by £261,000. Uplifting by the Government's default rate for inflation for 2008/09 (3%) brings this figure to £269,000.
9. An initial review of the efficiency savings achieved prior to 2008/09 has suggested that the indicative value of ongoing cashable gains has improved to £1,531,000 including inflation uplift, an excess over the previous overall target (£1,245,000) of £286,000. This review is still being completed and Members are therefore again asked to note that the final figure may vary, up or down, from that shown.
10. The indicative total net value of ongoing cash-releasing value for money gains that the Council has achieved since the start of the 2008/09 financial year is therefore £1,283,000 (£997,000 [paragraph 6], plus £286,000 [paragraph 9]).

### Implications

11.
 

Financial	Savings achieved above the levels incorporated into the Council's Medium Term Financial Strategy (MTFS) could help offset costs of meeting service and growth demands. The ongoing savings achieved will be taken into account when the MTFS is next revised.
Legal	There are no legal implications resulting from this report.
Staffing	There are no staffing implications resulting from this report.
Risk Management	The Efficiency Savings Project Team identifies and oversees the implementation of efficiencies and savings, both to achieve the Council's targets and to help maintain a balanced MTFS. This risk of not achieving ongoing cash-releasing savings is monitored as part of the Council's risk management process.
Equal Opportunities	There are no equal opportunities implications resulting from this report.

### Consultations

12. Members of the Efficiency Savings Project Team and other lead officers have been consulted regarding the achievement of individual savings making up this report.



**Effect on Strategic Aims**

13.	<b>Commitment to being a listening council, providing first class services accessible to all.</b>
	The achievement of ongoing cash-releasing savings contributes towards obtaining best value for money in the delivery of high quality services.
	<b>Commitment to ensuring that South Cambridgeshire continues to be a safe and healthy place for all.</b>
	<b>Commitment to making South Cambridgeshire a place in which residents can feel proud to live.</b>
	<b>Commitment to assisting provision for local jobs for all.</b>
	<b>Commitment to providing a voice for rural life.</b>

**Conclusions/Summary**

14. Indications are that the Council has exceeded its forecast of the total net value of ongoing cash-releasing value for money gains that have impacted since the start of the 2008/09 financial year. The actual value needs to be submitted by 24 July 2009.

**Recommendation**

15. Cabinet is asked to delegate authority to the Leader and the Chief Executive, in consultation with the Finance & Staffing and Sustainability, Procurement & Efficiency Portfolio Holders, for submitting the total net value of ongoing cash-releasing value for money gains achieved since the start of the 2008/09 financial year.

**Background Papers:** the following background papers were used in the preparation of this report: None unpublished

**Contact Officer:** John Garnham – Finance Project Officer  
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**SOUTH CAMBRIDGESHIRE DISTRICT COUNCIL**

<b>REPORT TO:</b>	Leader and Cabinet	2 July 2009
<b>AUTHOR/S:</b>	Executive Director / Corporate Manager, New Communities	

**ACTIONS TO SUPPORT BUSINESSES DURING THE RECESSION - QUARTERY UPDATE**

**Purpose**

1. This report provides Cabinet with an update on the delivery of actions proposed to mitigate the impact of the recession on businesses in South Cambridgeshire.

This is not a key decision.

**Progress Report for Period 1 April – 30 June 2009**

2. The table below details the progress made against actions +identified in the Cabinet Report of 16 April 2009. Key activities since this time are:
  - Financial well-being event provided advice to South Cambridgeshire District Council (SCDC) employees in April.
  - The volume of invoices paid within 10 days improved to 52.2% in May, an increase of 4% over the same month last year.
  - How to Win Contracts event was held on 4 June. This event was organised by SCDC with the Cambridgeshire Chambers of Commerce and Business Link. The event was attended by 110 company delegates. Presentations and advice were given by local and regional organisations:
    - South Cambridgeshire District Council
    - Cambridge City Council
    - Cambridgeshire County Council
    - Fenland District Council
    - Cambridgeshire Police
    - Cambridge Housing Society
    - London 2012 Olympics
    - Eastern Shires Purchasing Organisation
    - East of England Regional Development Agency.

Feedback was very positive.

- The changes to the Hardship Rate Relief Scheme have resulted in four requests for assistance. One application has been returned so far, and if awarded in full would cost £12,000. The Head of Revenues is assessing the application against the council's criteria. Further applications are anticipated.
- Business seminar 'Ride the Recession' has been arranged for 1 July.

Actions	Timescale	Cost	Progress to date and evaluation
<p>1. Hardship Rate Relief:</p> <ul style="list-style-type: none"> <li>Publicise the existing scheme</li> <li>Review the existing policy to facilitate the award of rate relief to assist businesses at imminent risk of failure and to ensure a fair allocation process of an agreed budget</li> </ul>	Available over 2009/10	£25,000	<p>Scheme completed and available.</p> <p>1 request received for hardship support received. Total value £12000</p>
<p>2. Freeze fees for taxi licensing, trade refuse collection and other environmental health services as recommended by the Portfolio Holder 27 January 2009</p>	Available over 2009/10	£15,500	In place – Completed.
<p>3. Lobby Minister for Local Government regarding NNDR and Minister for Energy regarding fuel poverty issues.</p>	February 2009	-	Minister's response received.
<p>4. Economic Development Events (business breakfasts)</p> <ul style="list-style-type: none"> <li>'How to Win Contracts' "event with other public authorities at the Belfry Cambourne</li> <li>Business Seminar on surviving the economic downturn at Duxford Practical workshop with presentations from Marshall Aerospace Barclays Corporate and Business Link East</li> </ul>	<p>4 June 2009</p> <p>1 July 2009</p>	<p>£3,000</p> <p>£5,000</p>	<p>Completed.</p> <p>Attended by 100 businesses (target 70-80). Positive feedback received on practical value of the event.</p>
<p>5. Develop financial options to help development continue at Orchard Park</p> <ul style="list-style-type: none"> <li>Plot C3 transferred to affordable housing from market sales. BPHA funded by HCA, with support by SCDC.</li> <li>Persimmon Homes commenced work on Plot B1, as result of transfer to C3 to BPHA. Martin Grant have commenced work on Plot D.</li> <li>Application for HCA Kickstart funding</li> </ul>	<p>April 2009</p> <p>May 2009</p> <p>June 2009</p>	HCA funding provided	All three house-builders are back on site, and higher level of reservations than last year.

<p>submitted</p> <ul style="list-style-type: none"> <li>• Proposal for private sector rented initiative made to HCA</li> <li>• Further work planned with partners on the private rented sector and selfbuild/eco housing options.</li> </ul>	June 2009		
6. Provide rent-free space for CAB at SCDC	March 2009	Within existing budgets	Offered – but unlikely to take up offer without financial grant to cover additional costs for CAB
7. SCDC staff:			
Financial well being event to signpost staff to appropriate organisations who can offer counselling and practical advice for themselves and family members	April 2009	£2,000	In place, completed
Offer short-term projects to existing staff rather than agency staff	February 2009	Potential saving	In place, ongoing
Revise the staff relocation terms so that the sums available can be used flexibly, without increasing the total claimed.	December 2009	Potential saving if new staff can be retained whilst unable to sell former home	Work has commenced
8. Aim to pay suppliers within 20 days	February 2009	Up to 10 days interest on sums paid	All staff made aware via Chief Executives message. Improved payments. Improvement over last year of 4% to 52.2% paid in 10 days. (May). 92.7 % settled within 30 days.
<b>Proposed Actions</b>			
9. Fund direct specialist business support for businesses affected by the recession. The delivery of such support to be via third party organisations to ensure that duplication of support is avoided.	September 2009	£50,000	Grant conditions currently being prepared, and value of scheme being assessed. Report to be presented to Portfolio Holder meeting.

10. Improve ways of helping firms relocate to South Cambridgeshire, including property search and identification systems	September 2009	£10,000	Meeting held with Invest East of England (19/6/09). Discussions started with neighbouring councils, businesses and commercial agents to develop a tool/mechanism for improved investment.
11. Planning Policy SPD/DPD to be produced to strengthen support for economic development	tbc	-	To be included within the review of core strategy.
12. Small businesses that are identified as likely to benefit from rate relief will be targeted and encouraged to apply for this benefit	September 2009	Within approved budgets	

### Implications

3.	Financial	<p>Council made available total of £150,000 to aid businesses in South Cambs affected by the recession.</p> <p>At the end of the 1<sup>st</sup> quarter over £23,000 has been spent or committed. This figure does not include any commitments arising from NNDR hardship relief applications.</p> <p>A contingency fund of £39,500 is available to be allocated to further initiatives.</p>
	Legal	No implications
	Staffing	No Implications
	Risk Management	No Implications
	Equal Opportunities	No Implications

### Consultations

4. In preparing this report the Finance, Revenues and Benefits and Human Resources services have contributed.

### Effect on Strategic Aims

5.	<p><b>Commitment to being a listening council, providing first class services accessible to all.</b></p> <p>Many of the measures outlined in this report are based on feedback from partner agencies, businesses and local residents, and are intended to support our aim of providing excellent services. A pro-active approach is being taken to the promotion of these measures.</p> <p><b>Commitment to ensuring that South Cambridgeshire continues to be a safe and healthy place for all.</b></p> <p>There are well-documented links between economic prosperity, health, wellbeing and community safety. The measures in this report are intended to maintain the local economy.</p>
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<b>Commitment to making South Cambridgeshire a place in which residents can feel proud to live.</b>
It is hoped that local residents will welcome actions that the council is taking to support businesses through the recession.
<b>Commitment to assisting provision for local jobs for all.</b>
The Council's commitment to support businesses through the recession is a key element of the authority's pledge to assist in providing jobs and prosperity across the district for all residents.
<b>Commitment to providing a voice for rural life.</b>
Small businesses form a key part of the life of a strong rural community.

### **Conclusions/Summary**

7. This report provides Cabinet with a brief update on the current position with regard to activities being undertaken to support local businesses during the recession. A further report will be presented to Cabinet in October.

### **Recommendation**

8. It is recommended that Cabinet note the report.

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

Reports: 15 January, 12 February and 16 April

**Contact Officer:** Nicole Kritzing – Economic Development Officer  
Telephone: (01954) 713454

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# Annual Audit and Inspection Letter

South Cambridgeshire District Council

Audit 2007/08

March 2009



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## Status of our reports

The Statement of Responsibilities of Auditors and Audited Bodies issued by the Audit Commission explains the respective responsibilities of auditors and of the audited body. Reports prepared by appointed auditors are addressed to non-executive directors/members or officers. They are prepared for the sole use of the audited body. Auditors accept no responsibility to:

- any director/member or officer in their individual capacity; or
  - any third party.
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# Key messages

- 1 The Council has made improvements in its Use of Resources arrangements and performance during 2007/08 to demonstrate an improved assessment rating in two of the five themes - financial management and financial standing. Arrangements for financial reporting are still performing well. Internal Control and Value for Money arrangements remain adequate.
- 2 The Council has improved processes in 2007/08, but demonstrating outcomes will be a significantly greater challenge that the Council will need to address in future years to maintain performance at the current level under the Use of Resources assessment.
- 3 The following Direction of Travel summary highlights key issues:

South Cambridgeshire District Council is improving in most priority areas. Performance is good and improving on waste and recycling, council tax collection and processing new housing benefits claims. Performance on providing affordable homes is good. Performance is mixed in the speed of processing planning applications, littering though improving remains an issue. Improvement in housing indicators is from a low base and most are below average. The Council remains at level 1 of the local government equality standard. Value for money is adequate and the Council now performs well in use of resources.

The Council has ambitious plans for the future which are aligned to the Sustainable Community Strategy. The Council has improved corporate governance and is building capacity to deliver its plans. But progress on service review implementation has slowed and key vacancies pose a risk to achieving priorities. Preparations for housing stock transfer are systematic and well advanced. Financial management, performance management and service planning are improving.

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## Action needed by the Council

- 4 Focus on service performance, including through the use of service reviews, in order to improve the rate of improvement and tackle areas of comparative under performance. This will include enhanced partnership working to deliver improved outcomes.
- 5 Improved access to services and mainstreaming equalities within the Council are key areas of improvement to ensure all residents, including the vulnerable, receive quality services.

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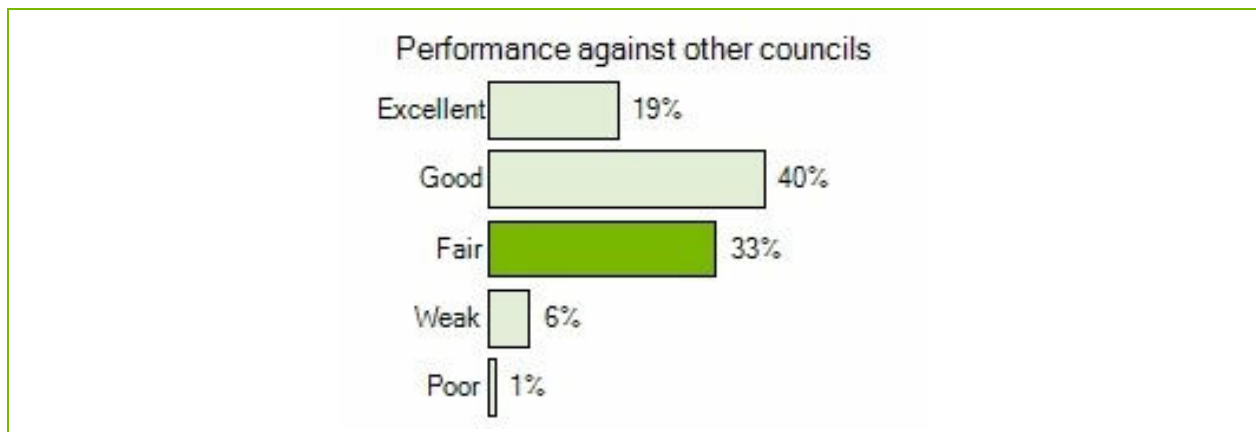
# Purpose, responsibilities and scope

- 6 This report provides an overall summary of the Audit Commission's assessment of the Council. It draws on the most recent Comprehensive Performance Assessment (CPA), the findings and conclusions from the audit of the Council for 2007/08 and from any inspections undertaken since the last Annual Audit and Inspection Letter.
- 7 We have addressed this letter to members as it is the responsibility of the Council to ensure that proper arrangements are in place for the conduct of its business and that it safeguards and properly accounts for public money. We have made recommendations to assist the Council in meeting its responsibilities.
- 8 This letter also communicates the significant issues to key external stakeholders, including members of the public. We will publish this letter on the Audit Commission website at [www.audit-commission.gov.uk](http://www.audit-commission.gov.uk). (In addition the Council is planning to publish it on its website).
- 9 As your appointed auditor I am responsible for planning and carrying out an audit that meets the requirements of the Audit Commission's Code of Audit Practice (the Code). Under the Code, I review and report on:
  - the Council's accounts;
  - whether the Council has made proper arrangements for securing economy, efficiency and effectiveness in its use of resources (value for money conclusion); and
  - whether the Council's best value performance plan has been prepared and published in line with legislation and statutory guidance.
- 10 This letter includes the latest assessment on the Council's performance under the CPA framework, including our Direction of Travel report, and the results of any inspections carried out by the Audit Commission under section 10 of the Local Government Act 1999. It summarises the key issues arising from the CPA and any such inspections. Inspection reports are issued in accordance with the Audit Commission's duty under section 13 of the 1999 Act.
- 11 We have listed the reports issued to the Council relating to 2007/08 audit and inspection work at the end of this letter.

# How is South Cambridgeshire District Council performing?

- 12** South Cambridgeshire District Council was assessed as Fair in the Comprehensive Performance Assessment carried out in 2004. These assessments have been completed in all district councils and we are now updating these assessments, through an updated corporate assessment, in councils where there is evidence of change. The following chart is the latest position across all district councils.

**Figure 1 Overall performance of district councils in CPA**



Source: Audit Commission

## The improvement since last year - our Direction of Travel report

### What evidence is there of the Council improving outcomes?

- 13** The Council has three corporate objectives and a set of 21 supporting service priorities. These objectives are based on public consultation, which informed the new Sustainable Community Strategy (SCS), along with the political priorities of the new administration. These three objectives are:
- work in partnership to manage growth to benefit everyone in South Cambridgeshire now and in the future;
  - deliver high quality services that represent best value and are accessible to all our community; and
  - enhance quality of life and build a sustainable South Cambridgeshire where everyone is proud to live and work.

- 14 The Council is improving its 'partnership working to manage growth'. The 'Cambridgeshire Horizons' partnership is embedded as the local delivery vehicle for sustainable growth in the sub-region, with a Joint Development Control Committee for Northstowe and another for the Cambridge Fringes. There is a Joint Urban Design Team. The Council is finalising the city southern fringe planning agreement, but progress on Northstowe is affected by the economic downturn.
- 15 The Council has systematically progressed its 'Housing Futures' proposals. The Shadow Board of South Cambridgeshire Village Homes has been established and is central to developing the final offer to tenants. Tenants are now to be formally consulted upon the offer and subject to any changes the Council will proceed to a ballot of tenants on stock transfer. This project has been well planned and resourced. Recycling and composting rates are among the best nationally and a kerbside plastics recycling service was introduced during 2008. However, success in recycling and composting means that the amount of waste collected is among the highest in the country and not reducing. The Local Environmental Quality Report 2007/08 classified the Council's performance as good on: leaf fall, graffiti, fly-posting and fly-tipping, but only satisfactory on litter and unsatisfactory on detritus. Investment has been made in street cleansing during 2008/09 to raise standards, especially along the major traffic routes passing through the district. Unaudited Council data suggests improvement on graffiti and fly-posting, but littering remains an area for focus.
- 16 There has been limited progress on tackling climate change. The Council has put in place a policy framework to achieve exemplary standards for low carbon living and climate change adaptation for Northstowe new town but the economic downturn has delayed the planning application. Aspirations for community owned pilot projects for energy efficiency and renewable energy generation have not yet emerged but the Council has sought expressions of interest for a detailed survey, options appraisal and action plan to help the Council in tackling carbon dioxide and greenhouse gas emissions from the business and commercial sector.
- 17 The Council is improving service quality in most services, but performance is not consistently high across the range of services. Many public facing services are improving, for example waste management, recycling, and benefits, but improvement in housing indicators is from a low base and most are below average. Historically, service reviews have helped to improve performance, for example in planning and benefits, but reviews have not progressed as scheduled in 2008. The ICT review, due to report in April 2008 has been completely reconfigured, due to capacity issues and will not now be completed until 2009/10. Delays on this review have inhibited website development.

## How is South Cambridgeshire District Council performing?

- 18 Progress on customer services projects and service accessibility has been slower than planned. The Contact Centre, provided in partnership with Cambridgeshire County Council, performed poorly for several months in 2007 with long waiting times for customers and high numbers of calls abandoned. The Council insisted upon the set up of a recovery team which prompted remedial actions to address staff vacancies and absenteeism. This improved the customer experience throughout 2008. By December over 90 per cent of calls were answered within 20 seconds. Internally, there has been complaints handling training for managers and a mystery shopping exercise, but proposed customer services workshops for all staff, and business stakeholder forum have not happened as planned. The quality of customer services remains variable.
- 19 The Council has made limited progress in its objective to 'enhance quality of life and build a sustainable South Cambridgeshire where everyone is proud to live and work'. The Community Engagement Strategy is unlikely to be in place by April 2009 and efforts to improve engagement with parish councils have not produced significant outcomes. The Council recognises there have been few outcomes in promoting economic development and is now taking action to address this. An Economic Development Officer has been recently recruited and the Council is commissioning a baseline report of the District's local economy to inform the development of an Economic Development Strategy. The Council has considered how the economic downturn might affect businesses in the district and agreed to allocate £150,000 to support the local economy in 2009/10, amongst other measures. Performance on reducing crime and fear of crime and anti-social behaviour, through the South Cambridgeshire Crime and Disorder Reduction Partnership (CDRP) has been poor. Domestic burglaries, robberies and thefts of motor vehicles rose during 2007/08 and are among the highest 25 per cent of the comparator group. However, offences of violence against the person dropped and are among the lowest. The CDRP has worked hard to make effective use of limited funding to address crime but available 2008/09 data does not show significant improvement. Failure to reduce crime adversely affects public perceptions on quality of life.
- 20 In 2007/08, the Council improved 65 per cent of its performance indicators against an all district average of 57-59 per cent. This reflects its improvement over the last three years, with 60 per cent of indicators improving. However, only 24 per cent of performance indicators are amongst the best nationally, against a district average of 33 per cent.
- 21 The Council is making some effective contributions to wider community outcomes. It has consolidated the joint planning arrangements with Cambridge City and the County Council to realise the benefits of growth for all. The Council has made a joint submission with Cambridge City to the Boundary Commission to rationalise control of fringe housing development sites. It has supported the Local Strategic Partnership to develop the sustainable Community Strategy and given greater prominence to the Local Area Agreement (LAA). The Council is improving its community leadership.



- 22** The Council has made slow progress on its equalities work. Level 1 of the Local Government Equality Standard was attained in December 2007. Plans to adopt a Gender Equality Scheme by May 2008 were deferred. As a result the Council engaged a consultant to reshape its approach. A new Equality and Diversity Officer has been appointed and the Council is recruiting to a twelve month post of Equalities Project Officer to assist with the programme of equality impact assessments and other work to support the equalities programme. The role and membership of the Equal Opportunities Working Group has been reviewed to include representation from across the Council. A small pilot project of Equality Impact Assessments (EIA) has been completed. The target date to achieve Level 2 of the Local Government Equality Standard, a new Gender Equality Scheme and a revised Race Equality Scheme is now June 2009.
- 23** Value for money is adequate and the Council now performs well in use of resources. Council tax levels are amongst the lowest nationally and levels of un-apportioned central overheads remain low. Links between expenditure and priorities have become clearer and areas of high spend are broadly justifiable in the context of Council objectives. However, the overall quality of services is mixed, with some underperforming, for example housing services. The Council has adequate arrangements for managing and improving value for money but there is little benchmarking to assess the value for money of services. Post implementation reviews on improvements and knowledge sharing between departments to embed value for money achievements are not widespread. Evaluation of value for money in partnership working is evolving but visible outcomes cannot yet be demonstrated. The Council has assessed the long term implications of housing stock retention or transfer across the whole Council, using whole life costing and options appraisals. However, long term evaluation of other services has not yet been completed. External funding is pursued strategically to support priorities and statutory efficiency targets are consistently exceeded.

#### **How much progress is being made to implement improvement plans to sustain future improvement?**

- 24** The Council has robust plans in place for improvement. It has responded positively to the Corporate Governance report of 2006 and the follow up report of March 2008. A plan is in place to address the recommendations of the follow up inspection and actions are being progressed through service plans and improved performance management arrangements. The Improvement Board in January 2009 concluded that the Council is able to sustain improvement without its oversight. The Corporate Plan brings together proposals from the Improvement Plan, service plans, the Sustainable Community Strategy, medium term financial strategy (MTFS) and other strategies and policies. For 2009/10, the Council has adopted a set of Aims, Approaches and Actions, as successors to existing corporate objectives. These aims have provided the context for service planning and any financial implications will be included in the MTFS to ensure adequate resourcing.



## How is South Cambridgeshire District Council performing?

- 25 The Council is implementing most planned improvements. Management team and Cabinet receive integrated business monitoring reports quarterly tracking both financial management and corporate priority performance. There are also discrete project plans and some of these have been successful in achieving milestones, for example the Housing Futures Plan. The Council also worked successfully to an action plan to improve its Use of Resources score in 2007/08 from an overall two to an overall three. However, some other plans have experienced slippage, for example the equalities action plan or the service review programme. South Cambridgeshire operates as a lean authority and the loss of key staff has impacted upon some projects, but some timescales and targets have been unrealistic.
- 26 The Council and its partners are working effectively to a common agenda for improvement. Countywide and local targets for the LAA2, have been agreed and work is proceeding to disaggregate county targets for districts and other partners and to develop action plans. Achievement of these targets has been built into individual service plans for 2009/10. Proposals have been approved for the use of £9 million LPSA (Local Public Service Agreement) reward money, allocated equally across the county. Cambridgeshire Together has approved revised structures and working arrangements. The Council has been an active partner in these developments. Performance against target areas will be monitored by Cambridgeshire Together.
- 27 The Council has detailed plans to improve access to services for its diverse communities. The Equalities Implementation Action Plan sets out how the Council intends to achieve Level 2 of the Local Government Equality Standard by June 2009 and then the 'achieving' level of the new equality framework by June 2010. This comprehensive approach to equality policy aims to see the adoption of a complete suite of policies by June 2010. The implementation of a revised Gypsy and Travellers Strategy by June 2009 is also included. The plan is comprehensive with eight work streams including resources, equality impact assessments, training and development and monitoring, review and assessment. This will improve the Council's ability to take account of the diverse needs of all sections of its community.
- 28 The Council's capacity is improving but financial pressures and key vacancies pose a risk to achieving Council ambitions. Financial standing is sound with reserves being in line with the plans set out in the MTFS. Processes to deliver expenditure against the budget have improved, and targets for budget performance in 2007/08 were met. The projected outturn for 2008/09 is expected to closely match the original budget. However, current economic conditions are impacting upon the Council, particularly reduced house building rates. This affects achievement of proposed housing growth rates, planning and land charges income and Council Tax income.
- 29 Capacity is being strengthened. The Cabinet has strengthened its capacity by adding a portfolio holder and a Member Development Strategy is in place to address core skills, personal development reviews and improved induction. Agreed restructuring will increase management capacity with an additional Executive Director, for finance and support services. There are firm plans for an additional Corporate Manager from July 2009. The Council has also approved a revised Workforce Plan and has achieved Investors in People (IIP) accreditation following an assessment in February 2009.

- 30 Scrutiny has improved and is making a contribution to decision making. There has been greater focus on Scrutiny and steady improvement since the Corporate Governance Inspection. There has been a programme of training and role clarity has improved. There are now liaison meetings between the Chair, the Leader and the Chief Executive. A 'task and finish' group, set up by Scrutiny, successfully reviewed lessons to be learned from the Orchard Park development and made recommendations to improve this and future major developments. Scrutiny Committee continues to meet in different locations across the district and encourage public involvement in its meetings. However, the last two meetings of 2008 were cancelled due to lack of business. It is recognised that further development will help to realise more benefits. For example, currently Scrutiny does not fully appraise or report its impact on services for local people.

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# The audit of the accounts and value for money

- 31** Your appointed auditor has reported separately to the Corporate Governance Committee on the issues arising from our 2007/08 audit and has issued:
- an audit report, providing an unqualified opinion on your accounts and a conclusion on your vfm arrangements to say that these arrangements are adequate on 30 September 2008; and
  - a report on the Best Value Performance Plan confirming that the Plan has been audited.

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## Use of Resources

- 32** The findings of the auditor are an important component of the CPA framework described above. In particular the Use of Resources score is derived from the assessments made by the auditor in the following areas.
- Financial reporting (including the preparation of the accounts of the Council and the way these are presented to the public).
  - Financial management (including how the financial management is integrated with strategy to support council priorities).
  - Financial standing (including the strength of the Council's financial position).
  - Internal control (including how effectively the Council maintains proper stewardship and control of its finances).
  - Value for money (including an assessment of how well the Council balances the costs and quality of its services).
- 33** For the purposes of the CPA we have assessed the Council's arrangements for use of resources in these five areas as follows.

**Table 1**

Element	Assessment
Financial reporting	3 out of 4
Financial management	3 out of 4
Financial standing	3 out of 4
Internal control	2 out of 4
Value for money	2 out of 4
<b>Overall assessment of the Audit Commission</b>	<b>3 out of 4</b>

Note: 1 – lowest, 4 = highest

### The key issues arising from the audit

- 34** The Council has made improvements in its Use of Resources arrangements and performance during 2007/08 to demonstrate an improved assessment rating in two of the five themes - financial management and financial standing. Arrangements for financial reporting are still performing well. Internal Control and Value for Money arrangements remain adequate.
- 35** A variety of steps to improve financial management arrangements. Firstly, a financial diagnostic was undertaken which made a series of recommendations to improve the financial management arrangements of the Council. Running alongside this has been a review of the back office services, to ensure that finance and support services were not reviewed in isolation, but rather a joined up review of back office services was completed. Service plans have financial and risk implications incorporated into them, and the medium term financial strategy now drives business processes, including internal strategies and reports that are likely to have a financial impact on the organisation. This has led to improved financial performance against the budget, and reduced the level of under spends.
- 36** The Council continues to have sound financial standing with reserves being in line with the plans set out in the medium term financial strategy. The Council have improved processes to deliver expenditure against the budget, and the Council has met its own targets for budget performance, both as a whole and against individual budgets for the past two years with no significant adverse impacts on the Council meeting its own objectives.
- 37** Treasury management arrangements remain largely sound and the Council was not affected by the collapse of Icelandic banks. However, we would recommend in the current economic climate, where there are unprecedented failures in the banking sector, that the Council keeps treasury management arrangements under review and ensures that credit ratings are just one of a suite of indicators used to assess the suitability of investment options.

## The audit of the accounts and value for money

- 38** Overall the Council's processes for securing good data quality on internally generated data have improved. Testing of specific indicators did not identify any significant weaknesses in the arrangements to secure good quality data of these indicators. However, these arrangements do not yet translate themselves into an understanding of the outcomes from having good quality data, nor have the arrangements become embedded for ensuring good quality data from partners.
- 39** As was the case in 2006/07 the Council continues to prepare good quality accounts that are free from material error and are supported by a reasonable quality of working papers. However, there were some technical areas in which the draft accounts did not, in our view, comply with the 2007 Local Government Statement of Recommended Practice ('SoRP'). Management agreed to adjust the accounts following discussions with us. None of these adjustments impacted on the General Fund or Housing Revenue Account balances.
- 40** The Whole of Government Accounts were audited by the statutory deadline with no significant issues to note.
- 41** The certification of grant claims and returns submitted by the Council are undertaken in accordance with instructions from government departments. Out of the six claims certified two claims were amended and one was amended and qualified. The housing subsidy base data return and housing subsidy claim were both amended. The Housing and Council Tax Benefit subsidy claim was amended and qualified due to a software issue.

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### Advice and Assistance work

- 42** We have not undertaken any work under section 35 or under Advice and Assistance powers.

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## Looking ahead

- 43 The public service inspectorates have developed a new performance assessment framework, the Comprehensive Area Assessment (CAA). CAA will provide the first holistic independent assessment of the prospects for local areas and the quality of life for people living there. It will put the experience of citizens, people who use services and local tax payers at the centre of the new local assessment framework, with a particular focus on the needs of those whose circumstances make them vulnerable. It will recognise the importance of effective local partnership working, the enhanced role of Sustainable Communities Strategies and Local Area Agreements and the importance of councils in leading and shaping the communities they serve.
- 44 CAA will result in reduced levels of inspection and better coordination of inspection activity. The key components of CAA will be a joint inspectorate area assessment and reporting performance on the new national indicator set, together with an organisational assessment which will combine the external auditor's assessment of value for money in the use of resources with a joint inspectorate assessment of service performance.
- 45 The first results of our work on CAA will be published in the autumn of 2009. This will include the performance data from 2008/09, the first year of the new National Indicator Set and key aspect of each area's Local Area Agreement.
- 46 There have been significant changes to the Use of Resources assessment criteria for 2009, as part of the new Comprehensive Area Assessment. The new assessment framework is more demanding than the current one, is broader in scope and embraces wider resources issues such as people and workforce planning, and the use of natural resources. It also places more emphasis on outcomes for local people. The KLoE are more strategic and focus explicitly on value for money achievements rather than processes. The Council has a reasonable track record on process, demonstrating outcomes will be a significantly greater challenge. The role of members and the quality of their scrutiny in affecting outcomes will be the subject of detailed review in the new framework.
- 47 Along with other local authorities the Council will be required to implement International Financial Reporting Standards from 1 April 2010. This will involve a significant amount of additional work in a number of key areas including valuation of fixed assets, review of contracts and leases and the recording of annual leave. The Council will need to start putting arrangements in place from April 2008 as this represents the start of the comparator year which must be reported in the 2010/11 accounts.

# Closing remarks

- 48 This letter has been discussed and agreed with officers. A copy of the letter will be presented at the Corporate Governance Committee on 29 April 2009. Copies need to be provided to all Council members.
- 49 Further detailed findings, conclusions and recommendations on the areas covered by audit and inspection work are included in the reports issued to the Council during the year.

**Table 2      Reports issued**

Report	Date of issue
Audit and inspection plan	March 2007
Audit Strategy Document	June 2008
Annual Governance Report	September 2008
Opinion on financial statements	September 2008
Value for money conclusion	September 2008
Data Quality report	December 2008
Use of Resources report	December 2008
Annual audit and inspection letter	March 2009

- 50 The Council has taken a positive and constructive approach to audit and inspection work, and I wish to thank the Council's staff for their support and cooperation during the audit.

## Availability of this letter

- 51 This letter will be published on the Audit Commission's website at [www.audit-commission.gov.uk](http://www.audit-commission.gov.uk), and also on the Council's website.

**Nigel Smith**

**Comprehensive Area Assessment Lead**

March 2009

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# The Audit Commission

The Audit Commission is an independent watchdog, driving economy, efficiency and effectiveness in local public services to deliver better outcomes for everyone.

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## SOUTH CAMBRIDGESHIRE DISTRICT COUNCIL

REPORT TO: Leader and Cabinet

2 July 2009

AUTHOR/S: Chief Executive / Interim Corporate Manager for Community &amp; Customer Services

END OF YEAR INTEGRATED BUSINESS MONITORING REPORT  
FOR APRIL 2008 TO MARCH 2009**Purpose**

1. To provide Cabinet with the 2008/09 end-of-year monitoring report for the Corporate Plan performance measures and budgets.

**Executive Summary**

2. This integrated report brings together two key performance management elements of:
  - Finance (**Appendix 1**)
  - Corporate Plan Performance (**Appendix 2**)

Financial Performance

3. The information in this report indicates the following provisional outturn (under)/overspends for 2008/09 as compared to the working estimates. The working estimates are the revised estimates as approved by Council on 26<sup>th</sup> February 2009 adjusted for approved virements since that date. Below is a summary of March's projections and for comparative purposes the previously reported March's projections and last year's figures.

	Current March's Projected Outturn		Previous March's Projected Outturn		2007/08 March's Outturn
	Compared to Revised*		Compared to Revised*		
	£	%	£	%	%
General Fund	(189,000)	(1.36)	(23,700)	(0.17)	(3.97)
Housing Revenue Account (HRA)	(112,700)	(0.52)	(234,600)	(1.07)	(1.02)
Capital	(295,000)	(2.54)	(183,900)	(1.58)	(2.54)

\* As there are no virements between General Fund, Housing Revenue Account and Capital, the working and revised estimates are the same.

Corporate Plan Performance

4. The 2008/09 Corporate Plan identified 54 corporately important measures to monitor progress on achieving the Council's priorities. Officers have reported that 30 (56%) of these measures were achieved. A further 14 measures (26%) were not achieved exactly as originally set out but were or will be achieved so that the desired outcome will be achieved. The Council has therefore achieved, fully or substantially, 82% of

the aims set out in the 2008/09 Corporate Plan, which has resulted in significant service improvements.

5. Targets for 9 (17%) of the Corporate Plan measures were not achieved and these missed targets are considered to be strategically important.
6. The Performance Management Portal was launched in June 2009. This is the culmination of a great deal of partnership development work since the application was purchased in March 2008. Cabinet has been receiving CorVu generated performance reports since September 2008. Development work has included arrangements for data inputting by over 100 officers across the Council and the creation of the performance management Portal. The 2009/10 Service Plans are now loaded into CorVu, which will result in Members being able to view progress electronically from home via InSite. The Portal was launched to Members at a workshop on June 19<sup>th</sup>. Further Staff and Member workshops will be arranged in July and August.
7. EMT agreed to set up the new Performance Improvement Group (PIG), which will develop the new Performance Management Strategy and act as a forum for promoting performance improvement across the authority.

### **Financial Position**

8. This report provides an update to the previous provisional outturn-report but is subject to finalisation and approval by the External Auditors of the Final Accounts.
9. In light of the previous year's underspending the methodology for selecting the areas to be individually reported has been reviewed. The individual budgets identified in **Appendix 1** have been selected on the basis of either the size of the budget, the risk associated with that budget, or on the basis of previous over/under spending.
10. This report does not, therefore, itemise all under/overspendings that have occurred in 2008/09 but all under/overspendings are included in the summary figures in paragraph 1 above.

### **Considerations**

11. A summary position statement is provided at **Appendix 1**.
12. Highlighted below are the significant items.

### **Revenue**

#### **General Fund**

- a. The under/over spends for Salary related costs, as compared to the working estimates, indicates a net overspend of £10,200;
- b. Departmental Travel underspends are £31,700;
- c. Other non-salary related expenditure has underspent by £91,400. The main reason for this has been the award by the Courts, in March, of our legal fees in respect a health and safety prosecution for the sum of £78,200;
- d. **Land Charges** income was exceptionally high in March giving rise to an underspend of £16,300;

- e. **Refuse Collection, Street Cleansing and Kerbside Recycling** have underspent by a combined £84,500 due to higher than anticipated stock levels of refuse bins/boxes. This is due to the slowdown in the property market meaning that the bins/boxes purchased have been stockpiled, thus reducing expenditure;
- f. **Homelessness** have underspent by £19,200 as the demand for accommodation has been less than expected even in light of the economic climate;
- g. **Housing Futures** allocations between General Fund and HRA have been revised as a result of a different spending profile and more detailed examination of staff time allocations and analysis of expenditure, meaning that there is an underspend of £19,300 because of recharging to other Housing activities. Previously this was an anticipated overspend of £40,000;
- h. **Other Net HRA Recharges** are underspent by £74,400 and the HRA is correspondingly overspent by the same amount. This occurs when services over/underspend and a proportion of that expenditure is recharged either to or from the HRA. The £74,400 is mainly due to;-
  - i) **Corporate Management (GF)** has incurred additional expenditure totalling £80,700 of which £46,400 has been recharged to the HRA;
  - ii) **Outdoor Maintenance (HRA)** underspending by £32,400 of which £17,000 proportionally falls as an underspend on the General Fund; and
  - iii) **Sheltered Housing (HRA)** underspending by £140,500 of which £15,000 proportionally falls as an underspend on the General Fund;
- i. **Development Control income** is lower than estimated owing to the slow down in the housing market and consequential effect on income. The current shortfall is an overspend of £86,500;
- j. **Building Control** fee income is less than estimated. The shortfall is £32,900. However, this has been offset by a transfer from reserves to give a net underspend position of £2,200;
- k. **Concessionary Fares** budget is underspent by £6,500 based on projections for the full year; final data from the bus operators and the County Council has not yet been received for the second half of 2008/09;
- l. **Planning Policy** is predicted to overspend by £6,400 which is due to information from the planning inspectors altering the expected spending in this financial year;
- m. **Economic Development** Strategy & Business Forum expenditure is not now expected to be fully utilised in this year as the tender has only just gone out. It is expected that £24,500 will be requested to be rolled over into 2009/10;
- n. **Community Development** is expected to underspend by £10,000 as the Community Facilities Audit will not be completed in this year but will be requested to be rolled over into 2009/10;
- o. The employment of consultants for the **Waste Management** procurement options has not gone ahead as planned leading to an underspend of £9,000;
- p. **Awarded Watercourses** costs of £5,000 for putting the contract out to tender have not been spent;

- q. **Benefits** has received £28,000 more in subsidy from Central Government than we had anticipated following audit of our 2007/08 claim and an estimated £65,300 less than the budgeted figure for 2008/09 due to a recalculation of the figure after a software upgrade. This gives a net overspend of £37,300;
- r. The balance of the **Efficiency Savings** totalling £100,000 have not been identified leading to a consequential overspend;

#### **Housing Revenue Account (HRA)**

- s. **Housing Repairs Revenue** has incurred more expenditure than anticipated mainly due to work completed by the in-house **Building Maintenance Contractor** and there has also been a movement from capital to revenue repairs to comply with Accounting regulations;
- t. **Supported Housing** is underspent by £140,500 due to vacancies, delays in obtaining CRB checks, additional income and unanticipated slippage of building maintenance expenditure into 2009/10;
- u. **General Administration** will underspend by £81,400 mainly on payments to tenants re management moves which have slipped into 2009/10 and thus will be requested to be rolled over;
- v. **Outdoor Maintenance** is underspent by a net £15,400 (after the recharge to the General Fund) because of slippage of anticipated expenditure into 2009/10;
- w. **Rent Income** is slightly higher than anticipated by £43,100 which equates to 0.2% of the expected income;

#### **Capital**

- x. **Housing Repairs Capital:** large ongoing contracts have progressed faster than expected, possibly due to the availability of contractors in the economic slowdown and favourable weather conditions. The resultant overspend has been accommodated within the Housing Capital Programme as a whole;
- y. **The acquisition of existing dwellings** is £235,200 less than the working estimate of £1,705,000;
- z. **ICT Development** programme has slipped to the value of £64,100 into 2009/10;
- aa. **Improvement Grants/Loans** has underspend by £77,800 but this will requested to be rolled over into 2009/10;
- bb. **Other General Fund Capital & Grants** have a net underspend of £98,800. These items need to be considered together because expenditure that was offset by matching grants will now be part of the 2009/10 expenditure;
- cc. **Right to Buy & Equity Share Sales** net of the transfer to the DCLG, are now predicted to be £29,900 more than the revised estimate.

<b>Housing Repairs (Revenue and Capital)</b>			
The overall situation on Housing repairs is:			
Original Estimate			£9,549,800
Revised Estimate		£9,884,800	
Approved Virements		£440,000	
Working Estimate			£10,324,800
Provisional Outturn			£10,610,474
Overspend on Working Estimate			£285,674

### **Corporate Plan Performance**

13. This part of the integrated performance report focuses on the achievement of the 2008/09 Corporate Plan, which is seen as the Council's priority. Performance on other measures can be viewed in the new performance management system (PIMMS). **Appendix 2**, which is an automated CorVu report, identifies the 2008/09 end-of-year performance. Traffic light colours are used to identify our performance as follows:

<b>Traffic Light Colour</b>	<b>Definition of Category</b>
Green – G	Performance target achieved
Amber – A	Performance target not achieved but, in the circumstances around that particular measure, missing the target is considered acceptable as the desired outcome will be achieved.
Red - R	A strategic and important performance target, which was not achieved.
Grey – N/A	Grey is used to identify a measure for which the annual performance figure is not yet known.

14. Overall, as set out in the following table, 56% (30) of the corporately important measures were achieved (i.e. Green). A further 14 measures (26%) were Amber. Therefore 82% of the targets, which were set out in the 2008/09 Corporate Plan were achieved, fully or substantially.

<b>RAG Colour</b>	<b>Number of Measures</b>	<b>Percentage</b>	<b>Summary</b>
Green – G	30	56 %	82 %
Amber – A	14	26 %	
Red – R	9	17 %	
Grey – N/A	1	2 %	
Totals	54	100 %	

15. Targets for 9 measures (17 %) were not achieved, which are categorised under three sub-headings:

### **Growth Area Measures**

- Agreement on outline Northstowe Heads of Terms S.106 by March 09
- Receive the revised Northstowe planning submission from Gallaghers and partners by January 2009

- Complete the Business Plan for the Northstowe Development Trust by February 2009
- Work with key partners to ensure the Northstowe development incorporates a robust approach to achieving exemplary standards in terms of low carbon living and climate change adaptation by March 09
- Trumpington Meadows: Achieve exemplar level of Code for Sustainable homes and renewable energy provision by October 08
- Upper Cambourne: Achieve higher standards and appropriate community model for wind turbine option by March 09.

#### **Street Cleanliness**

- NI195d - Improved street and environmental cleanliness – levels of fly-posting

#### **Customer Relationships**

- Arrange customer services workshops for all staff by December 08
- Establish a Business Stakeholder Forum by September 08

16. The implications of not achieving these 9 measures is set out in the appropriate sections of this report.
17. The performance of the one measure ((NI196 – Fly-Tipping) will not be known for some months, as it is supplied to us by Defra. This measure is marked as N/A in **Appendix 2.**
18. The report will now set out the authority's performance against each of the 2008/09 priorities.

#### **Priority 1 – Delivering and managing Growth**

19. Delivery of the growth area measures has been very difficult, due to the international economic situation.
20. The Northstowe application was received later than expected. The promoters did send in some initial informal information regarding the possible amendments in late September 2008. A formal initial response was submitted to the promoters in December 2008, providing the promoters with an idea of the initial thoughts of officers. The application formal amendments were not submitted in June 2009 and so are now having to work to a target decision date in the 3<sup>rd</sup> or 4<sup>th</sup> quarter of 2010. However, it has to be noted that until the amendments are received it is difficult to confirm things further. Further delays will clearly impact on decision dates, as there is a statutory process to be followed.
21. Following the completion of the 1st Draft head of terms for the Northstowe S106, the development partners have not been in a position to deposit the revised application. The developers are currently not in a position to engage in detailed discussions regarding the S106; hence it is not possible to satisfy the planned timescale.
22. Despite the difficulties associated with the prevailing economic conditions, there have been significant successes in the delivery and management of growth; notably the amount of funding attracted into the South Cambs areas for the delivery of projects supporting the delivery of growth in the district. Projects supported have included:
  - the delivery of new church/community facilities in Cambourne,
  - improved footpaths in and around the proposed new town of Northstowe,

- improvements to the River Cam associated with the Trumpington meadows development,
  - funding to support the bringing forward of facilities early at Northstowe to ensure that the development is able to address the needs of its new population once development commences.
23. The Council had a 2008/09 revised budget of £1.038m for the growth agenda (page H1), of which it was able to claim £583,164 from Cambridgeshire Horizons, and was instrumental in a further £2.6m being allocated to projects in the South Cambs area.
24. We are therefore in a good position to proceed when the economic situation improves.

#### Priority 2 – Securing a sustainable future for council housing

25. The 2008/09 phase of the project was well managed and all timetables were achieved. Extensive consultations took place with tenants, which included personal visits to every household. Tenants were provided with a balanced set of evidence to enable them to come to an informed decision.

#### Priority 3 – Waste and Recycling

26. From October 2008, recycling was extended to include plastics. This had been identified as a priority by residents' and this additional service was very well received as was set out in an evaluation report, which was presented to the Scrutiny & Overview Committee.
27. Three surveys took place to identify the level of street cleanliness and the overall results were very encouraging. This national measure (NI195a-d and NI196) replaced BV199 but the required collection methodology changed, making it problematical to compare one year with the other. However, we achieved three of our five targets and one result is awaited from Defra (NI196).
28. Performance of the remaining measure (NI195d – fly-posting) was disappointing as it resulted in the lowest possible score for this element of the NI. However, this position highlights the discrepancies in the previous BV199 indicator top quartile performance figures, upon which the 2008/09 targets were based, with the new NI 195 regime.
29. However, the final quarter result for fly posting will still result in a 'Good' Overall Quality Standard Level, as defined separately by DEFRA, being achieved across the district, exceeding the current nationwide target indices in relation to fly posting.

#### Priority 4 – Tackling Climate Change

30. The capital funding grant request for £250k Reward Grant was approved, at £200k, by the County Cabinet in October 2008. This was an excellent achievement and was the result of significant work by all those concerned.
31. The wind turbine was erected at Arbury (now Orchard) Park and also a personalised travel plan was achieved. New sustainable Contract Regulations and a new sustainable procurement Policy were approved as set out in the Corporate Plan.
32. The other three growth area measures were not achieved:
- The Northstowe development process has slowed considerably and amendments to the outline are not now expected until late summer/early autumn 2009. The key to a robust low carbon living infrastructure will be the ability to bring forward a

comprehensive site-wide renewable energy solution. This is being taken forward in parallel to the existing outline application. SCDC and partners (Horizons principal agent) are pushing ahead with viability and drafting a Memorandum of Understanding to formalise the partnership approach and commitment.

- The exemplar levels, for Trumpington Meadows, are largely tied to the S106 Agreement and the delay is due to the economic climate issues and do not directly relate to CfSH or renewable energy provision.
- The amendments to the Upper Cambourne wind turbine standards were due by March 2009 but it is now unclear when they will be received. However, there is unlikely to be a commitment to a wind turbine in the outline application. If pursued it would be via a separate planning application and the developer has yet to offer us any details on this matter.

#### Additional Priority –Affordable Housing

33. Affordable housing targets were all met, 274 affordable homes were provided against a target of 239, which is a highly commendable position to be in. Within this total there are an additional 30 affordable homes, which were provided with funding from the Housing Corporation.
34. The average re-let time for council houses was 16.64 days, against the challenging target of 15 days, which made this measure Amber. This is a commendable performance in that it compares very favourably with 2007/08 when the average re-let time was 36 days, which was in the bottom quartile nationally. 15 days would have put our performance in the top quartile in 2007/08.

#### Priority 5 – Improve service delivery

35. The 2008/09 service review programme was delayed due to a staff vacancy. Of the two planned service reviews (i.e. ICT and HR), the ICT review will be completed in July 2009, which is expected to make significant improvements to the ICT service. No progress has yet been made on the HR review.

#### Priority 6 – Improved Customer satisfaction

36. Complaint handling training was arranged for managers, by the Local Government Ombudsman in September 2008. This training was well attended by managers from across the authority and partners and the training was very well received.
37. The Service First team decided not to proceed with the planned service workshops in 2008/09 because it was decided that a needs assessment should be carried out first. The needs assessment will inform the updated Customer Service Strategy, which will be completed for September 2009.
38. Business surgeries are now established for Food Businesses. A Business Breakfast event was held during November 2008 but there was a low take up from businesses, which suggested that a different format or time of day would be needed. Work is progressing with the "New communities Team" on the 2009/10 council action to set up a Business Forum.
39. The introduction of mystery shopping was investigated but it was decided that using an exit survey of actual visitors would be more meaningful. Exit surveys at Cambourne reception began in 2008/09 and are taking place quarterly. Mystery shopping will be revisited as part of the new Customer Service Strategy.



40. The Contact Centre Partnership agreement has been revised.

Priority 7 – Develop equalities practice

41. Initially there were significant delays in delivering these measures because of the untimely death of the Equality and Diversity Officer. However, the position has now improved through the appointment of a new Equality and Diversity Officer. This improvement has been evidenced by the recent Peer review.
42. It was identified that level 2 of the Equality Standard had been achieved, through Peer Review in June 2009.
43. The gender Equality Scheme (initial draft) has been agreed but this now needs to meet the statutory consultation period of 12 weeks. It is expected that the scheme will be adopted by September 2009.
44. The original programme of equality impact assessments was to complete 6 in 2008/09. In the event a total of 17 were completed in the year, which was a very good result. Where necessary these assessments have resulted in action plans being developed.

Priority 8 – Enhance citizen engagement

45. The single measure is on Amber because there has been a delay in the Community Engagement Strategy being submitted to Cabinet for approval. This delay is due to the need to put the strategy out to a statutory period of 12 weeks for consultation.

Priority 9 – Develop the role of Scrutiny

46. The Scrutiny Committee and its scrutiny monitors' are growing in confidence, and the relationship with the Cabinet is improving.
47. The work of the Task and Finish group to identify the strengths and weaknesses of the Orchard Park development resulted in a valuable report. The findings of that report are being used to assist with planning for other growth area developments. That report has subsequently been awarded a Good Scrutiny Award 2009 (i.e. The 'Best Use of Scrutiny Resources Award 2009') by the Centre for Public Scrutiny.

Priority 10 – Promote Economic Development

48. A programme of Member and Stakeholder events has been identified and are being implemented.
49. The Initial State of the Economy baseline report and the Economic Development Strategy papers were slightly delayed. Both are being well managed and will be completed.

**Other Performance Management Issues**

50. The official launch of the Performance Management Portal was delayed from April to June 2009 but staff have been inputting to the system as required and no momentum has been lost. The official launch took place at two member workshops on the 19<sup>th</sup> and 22<sup>nd</sup> June. All Members and officers are now able to view current and past performance via a permanent link on the front page of InSite.

51. Further enhancements will be developed in 2009/10, which will ensure best use is made of the technology. These steps will enable us to realise the ambition of creating a single source of performance management information over the next two years.
52. EMT agreed to set up the new Performance Improvement Group (PIG), which will develop the new Performance Improvement Strategy and act as a forum for promoting performance improvement issues across the authority. This group will be flexible in its approach and will encourage officers who are experiencing performance management problems to seek advice, with a view to helping them move forward and will build on the Council Values.
53. PIG will produce an annual report to EMT, which will set out achievements and identify best practice performance improvement examples from across the authority.

### Implications

54. The Council needs to ensure that it spends within its budgets, because of the impact on the level of balances and the implications for the Medium Term Financial Strategy and the Housing Business Plan.

55.	Financial	As detailed in the report.
	Legal	None.
	Staffing	No immediate impact.
	Risk Management	As Above.
	Equal Opportunities	None.

56.	Work in partnership to manage growth to benefit everyone in South Cambridgeshire now and in the future	The effect of any under or overspending on the achievement of corporate objectives, service priorities and performance indicators and the linking of budgets with service performance is an outstanding issue which needs to be addressed.
	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

#### Finance

57. The underspend on the General Fund as compared to the revised estimates adjusted for approved virements is a net underspend of £189,000 which amounts to 1.36% of Net District Council Expenditure for the financial year ending 2008/09.
58. The HRA underspend of £112,700 equates to 0.52% of gross expenditure.
59. The underspending on gross capital expenditure is 12.2% and 5.2% compared to the original and revised estimates. Capital income has also fallen such that the net underspend is £295,000, being 2.54% of gross expenditure.

#### Performance Overview

60. The majority of the 54 measures (i.e. 82%) were either achieved or missed by an acceptable because the desired outcome will still be achieved. Particular areas of success are:

- Additional funding brought into the district e.g. growth areas and LPSA Reward Grant
- Housing Transfer project management and tenant participation
- Plastics recycling
- Street and environmental cleanliness
- Affordable Housing completions
- Equalities and Diversity e.g. equality impact assessments
- Scrutiny & Overview Committee activity e.g. Award for Orchard Park Task and Finish Group work

61. However, nine strategically important measures (17%) were not achieved. Of the nine measures that were not achieved, 6 were Growth Area measures, which were severely affected by the general economic downturn.
62. The launch of the Performance Management Portal was subject to a slight delay from April to June 2009 but this was of minimal strategic importance as staff were continuing to input data etc.
63. The formation of the new Performance Improvement Group (PIG) has established a valuable aid to ensuring effective performance improvement into the future.

### **Recommendations**

64. Cabinet is requested to:
- (a) Note the contents of the report and that the levels of underspendings are all within the target range of +/- 3%,
  - (b) Note that overall the authority succeeded in achieving most objectives that it set out to do, and
  - (c) Note that the Performance Management Portal was launched in June 2009.

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

Estimate Book 2008/09  
Financial Management System Reports  
Corporate Plan 2008/09

**Contact Officers:** Ian Salter- Performance Improvement Officer, Tel: (01954) 713018  
Adrian Burns, Head of Accountancy, Tel: (01954) 713072  
Graham Smith, Best Value/Management Accountant, Tel: (01954) 713126

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### Significant Budget Items

[illegible]

Previously Reported (Under)/ Over Spend Compared to Working Estimate £	Revised Estimate 2008/09 £	Working Estimate 2008/09 £	Actual Income & Expenditure to 31st March as at 16/06/09 £	Projected (Under)/ Over Spend Compared to Working Estimate £	Movement from Previous Months Position	Report Paragraph References
<b><u>Housing Revenue Account</u></b>						
30,000	2,981,300	3,071,300	3,154,181	82,900	52,900 s	
(35,000)	(315,840)	(315,840)	(355,327)	(39,500)	(4,500) s	
(70,000)	1,819,770	1,799,770	1,739,813	(60,000)	10,000 t	
(30,000)	(1,403,700)	(1,403,700)	(1,469,216)	(65,500)	(35,500) t	
(70,000)	259,210	183,530	102,101	(81,400)	(11,400) u	
0	221,360	221,360	205,920	(15,400)	(15,400) v	
(40,000)	382,150	382,150	403,442	21,300	61,300 g	
(19,200)	14,641,680	14,647,360	14,735,790	88,400	107,600 h	
0	(21,090,000)	(21,090,000)	(21,133,094)	(43,100)	(43,100) w	
(400)	3,141,750	3,141,750	3,141,350	(400)	0	
=====	=====	=====	=====	=====	=====	
(234,600)	637,680	637,680	524,960	(112,700)	121,900	
=====	=====	=====	=====	=====	=====	
<b><u>Capital</u></b>						
<b><u>Capital Expenditure</u></b>						
<b><u>HRA Capital</u></b>						
230,000	6,899,000	7,249,000	7,436,814	187,800	(42,200) s,x	
(235,000)	2,000,000	1,705,000	1,469,785	(235,200)	(200) y	
0	214,000	149,000	122,574	(26,400)	(26,400)	
<b><u>GF Capital</u></b>						
(96,500)	383,750	393,750	329,634	(64,100)	32,400 z	
(85,000)	794,820	794,820	717,060	(77,800)	7,200 aa	
(26,500)	1,040,100	1,040,100	657,145	(382,800)	(356,300) bb	
<b><u>Capital Receipts</u></b>						
256,000	(612,600)	(612,600)	(354,450)	258,100	2,100 cc	
(43,000)	(2,641,280)	(2,641,280)	(2,640,295)	1,000	44,000 cc	
0	(307,780)	(307,780)	(307,650)	0	0	
(200,000)	1,200,000	1,200,000	970,814	(229,200)	(29,200) cc	
20,000	(4,034,200)	(4,034,200)	(3,756,749)	277,500	257,500 bb	
(3,900)	328,170	328,170	324,259	(3,900)	0	
=====	=====	=====	=====	=====	=====	
(183,900)	5,263,980	5,263,980	4,968,941	(295,000)	(111,100)	
=====	=====	=====	=====	=====	=====	

## Notes:

- This excludes sheltered housing and manual workers in the Housing and Environmental Services Department and capital charges which are reversed out in the General Fund summary.
- This includes office accommodation at Cambourne and the depot at Landbeach but it excludes capital charges, which are reversed out in the General Fund summary and departmental recharges as the cost is already included in Departmental Accounts. It also includes Central Expenses and Central Support Services.
- General Fund gross expenditure on services excluding recharges, capital charges and capital financing.

**2008/09 CORPORATE PLAN PERFORMANCE**

The 2008/09 Corporate Plan identified how the Council will face up to the major challenges. For 2008/09 these challenges were addressed through Corporate Objectives and service priorities. The Corporate Plan service priorities for 2008/09 are set out below: -

<b>CORPORATE PLAN</b>	
<b>Corporate Objective</b>	<b>Key Service Priorities</b>
Work in partnership to manage growth to benefit everyone in South Cambridgeshire now and in the future.	<ul style="list-style-type: none"> <li>• Delivering and managing growth</li> <li>• Securing a sustainable future for council housing</li> <li>• Waste and recycling</li> <li>• Tackling climate change</li> <li>• Affordable Homes (Additional Priority)</li> </ul>
Delivering high quality services that represent best value and are accessible to all our community.	<ul style="list-style-type: none"> <li>• Improved service delivery</li> <li>• Improved customer satisfaction</li> <li>• Develop equalities practice</li> </ul>
Enhance quality of life and build a sustainable South Cambridgeshire where everyone is proud to live and work.	<ul style="list-style-type: none"> <li>• Enhance citizen engagement</li> <li>• Develop the role of scrutiny</li> <li>• Promote economic development</li> </ul>

This appendix uses traffic lights (i.e. Red, Amber, Green) to identify the end-of-year performance for each measure in the key service priorities.

<b>Traffic Light Colour</b>	<b>Definition of Category</b>
Green – G	Performance achieved
Amber – A	Performance not achieved but slightly missing the target is considered operationally acceptable.
Red - R	A strategic and important target, which was not achieved.
Grey – N/A	Grey is used to identify a measure for which the annual performance figure is not yet known.

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# Scorecard Performance Detail Report

Period: 31/03/2009

Frequency	Measure Name	Responsible Officer	Current Performance			End of Year Performance			Comments
			Target	Actual	Status	End of Year Target	Estimate	Status	
Scorecard : Quarterly Integrated Monitoring Report 08/09									
Aim : Corporate Objective 1									
Approach : 1. Delivering and managing growth									
QUARTERLY	1. Trumpington Meadows S106	Jane Green	100	85	0	100	85	A	The revised date is now June 2009. This position is not clear but, subject to the need for amendments. it is hoped to be completed by October 2009.
	2. Cambourne S106	Jane Green	100	76	0	100	76	A	
	3. Agreement on outline Northstowe Heads of Terms	Tom Barrance	100	19	0	100	19	R	Following the completion of the 1st Draft head of terms for the Northstowe S.106, the development partners have not been in a postion to deposit the revised application. The developers are currntely not in a position to engage in detailed discussosn regarding the S.106, hence it is not possible to meet the planned timescale.
	30. £ Funding attracted into growth areas	Tom Barrance	100	306	0	100	306	G	SCDC Claims £583,164. HGF projects £2.6m (incl. Northstowe items) = Total £ 3.183m. Expenditure £1.038m. Therefore % = 306%.
	4. Qualitative assessment	Tom Barrance	100	100	0	100	100	G	Actioned as part of Horizons report to DCLG.
	5. Northstowe S.106 first Draft head of Terms	Tom Barrance	100	100	0	100	100	G	
	6. Develop the Council Vision for living	Tom Barrance	100	100	0	100	100	G	
	7. Receive the revised Northstowe planning submission	Jane Green	100	80	0	100	80	R	The development of Northstowe has slipped due to the economic downturn.
	8. Business Plan for Northstowe Development Trust	Jane Thompson	100	50	0	100	50	R	

# Scorecard Performance Detail Report

Period: 31/03/2009

Frequency	Measure Name	Responsible Officer	Current Performance			End of Year Performance			Comments
			Target	Actual	Status	End of Year Target	Estimate	Status	
									Development of the Northstowe Trust is currently on hold, pending further discussions with partners. The first phase of the Business Plan is currently in draft form but is not expected to be completed until later in 2009/10.
Approach : 2. Securing a sustainable future for council housing									
QUARTERLY	Create a Shadow Board by Sep 08	Denise Lewis	100	100	0	100	100	G	Completed 17/7/08.
	Formal consultation on the housing transfer proposal	Denise Lewis	50	50	0	50	50	G	
	Identification of the preferred model	Denise Lewis	100	100	0	100	100	G	
	Informal consultation with key stakeholders	Denise Lewis	100	100	0	100	100	G	
	Tenant ballot	Denise Lewis	0	0	0	0	0	G	
Approach : 3. Waste and Recycling									
QUARTERLY	6. Introduction of kerbside plastics recycling service	Stuart Harwood-Clark	100	100	0	100	100	G	Plastics have been collected, as part of kerbside scheme, as planned from 6th October 2008. Visits to other local authorities completed. Specialist advice and guidance received. Desktop research completed. Information being collated by small project group. PFH to set up Member Task and Finish group to take matter forward
	7. Strategic procurement options appraisal - provision of waste	Dale Robinson	100	80	0	100	80	A	
	NI195a - Street & environmental cleanliness – Graffiti	Paul Quigley	1	1	0	1	1	G	
	NI195b - Street & environmental cleanliness – Detritus	Paul Quigley	33	28	0	33	28	G	
	NI195c - Street & environmental cleanliness – Fly-posting	Paul Quigley	4	3	0	4	3	G	

Scorecard Performance Detail Report

Period: 31/03/2009

Frequency	Measure Name	Responsible Officer	Target	Current Performance		End of Year Target	End of Year Performance		Comments
				Actual	Status		Estimate	Status	
	NI195d - Street & environmental cleanliness – Litter	Paul Quigley	2	4	0	2	4	R	
	NI196 - Levels of Fly tipping	Stuart Harwood-Clark			0			NA	
Approach : 4. Tackling Climate Change									
QUARTERLY	10. Robust approach to Northstowe development	Tom Barrance	100	30	0	100	30	R	The process has slowed considerably - amendments to outline not now expected until late summer/early autumn 2009. Key to a robust low carbon living infrastructure will be the ability to bring forward a comprehensive site-wide renewable energy solution. This is being taken forward in parallel to the exisiting outline application - SCDC and partners (Horizons principal agent) pushing ahead with viability and drafting a Memorandum of Understanding to formalise partnership approach and commitment.
	11. £250K capital funding from LPSA Reward Grant	Tom Barrance	100	100	0	100	100	G	The grant request was recommended by the LSP board for LPSA reward funding for £200k (£50k less than we asked for but still excellent news). Is was then approved by the Cambridgeshire Together board and was then agreed by County Cabinet in October 2008.
	12. Trumpington Meadows - Exemplar level of Code	Tom Barrance	100	60	0	100	60	R	These exemplar levels are largely tied to the S106 Agreement. The delay is due to the economic climate issues and ddo not directly relate to CfSH or renewable energy provision.

Scorecard Performance Detail Report

Period: 31/03/2009

Frequency	Measure Name	Responsible Officer	Current Performance			End of Year Performance			Comments
			Target	Actual	Status	End of Year Target	Estimate	Status	
	13. Arbury Park: Erection of wind turbine	Tom Barrance	100	100	0	100	100	G	Turbine is now reported as fully commissioned. All that is required now is site visit to illustrate this prior to release of Sustainability Innovation Funds (held from S106 developer funds for site). Project successfully completed with good results. All that remains is formal presentation to key stakeholders. Following this, steps will need to be taken to ensure that legacy for Orchard Park residents is maximised. Amendments to outline were due by March but it is now unclear when this will happen. However there is unlikely to be a commitment to a wind turbine in the outline application. If pursued it would be via a separate planning application and the developer has yet to offer us any details on this matter.
	14. Arbury Park: Personalised Travel Plan	Tom Barrance	100	100	0	100	100	G	
	9. Upper Cambourne - Higher standards for wind turbine	Tom Barrance	100	20	0	100	20	R	
	Approve new sustainable Contract Standing Orders	John Garnham	100	100	0	100	100	G	
	Approve new sustainable Procurement Strategy	John Garnham	100	100	0	100	100	G	
Approach : Additional – Affordable Housing									
QUARTERLY	NI156 - Households in temporary accommodation	Susan Carter	48	45	0	48	45	G	
	SH311 - Affordable housing provided	Schuyler Newstead	239	274	0	239	274	G	
	SH311a - Affordable housing completed – no funding from Housing Corporation	Schuyler Newstead	20	25	0	20	25	G	
	SH311b - Affordable housing completed –	Schuyler Newstead	219	249	0	219	249	G	

# Scorecard Performance Detail Report

Period: 31/03/2009

Frequency	Measure Name	Responsible Officer	Current Performance			End of Year Performance			Comments
			Target	Actual	Status	End of Year Target	Estimate	Status	
	with funding from Housing Corporation SH320 - % Affordable housing planning permissions as % of all permissions	Gareth Jones	25	15.2	0	25	39.7	G	The figures were revised in May 2009, once we had revised data from the County Council. The full end of year actual is 39.7 %, which is an excellent result. The 08/09 average is 16.64 working days.
MONTHLY	BV212 - Average relet time	Susan Carter	15	16.64	0	15	16.64	A	
Aim : Corporate Objective 2									
Approach : 5. Improved service delivery									
QUARTERLY	Programme of service reviews	Paul Swift	100	50	0	100	50	A	
Approach : 6. Improved customer satisfaction									
QUARTERLY	Arrange complaint handling training for managers	Paul Swift	100	100	0	100	100	G	The Service First Team decided not to proceed with the workshops in 08/09. Service First now plan to carry out a training needs assessment, with a view to informing the customer service strategy for 09/10. As Per 9 month progress.  Business surgeries now established for Food Businesses.  One Business Breakfast event held during November which SCDC attended - poor take up from businesses, suggesting different format or time of day is needed, and better publicity for the event is needed.
	Arrange customer services workshops	Paul Swift	100	0	0	100	0	R	
	Establish a Business Stakeholder Forum by September 08	Dale Robinson	100	90	0	100	90	R	

## Scorecard Performance Detail Report

Period: 31/03/2009

[illegible]

**Aim : Corporate Objective 3**

# Scorecard Performance Detail Report

Period: 31/03/2009

Frequency	Measure Name	Responsible Officer	Current Performance			End of Year Performance			Comments
			Target	Actual	Status	End of Year Target	Estimate	Status	
Approach : 08. Enhance citizen engagement									
QUARTERLY	Cabinet agree the Community Engagement strategy	Paul Swift	100	96	0	100	96	A	Due to the need to carry out extensive consultation, there will be a slight delay until July 09. This is not a statutory obligation and the slight delay is seen as being appropriate to ensure all views are considered.
Approach : 09. Develop the role of scrutiny									
QUARTERLY	Cabinet workshops - how scrutiny can support Council	Paul Swift	100	100	0	100	100	G	
	SX052 - % of scrutiny recommendations accepted by Cabinet	Jackie Sayers	80	90	0	80	90	G	
	SX053 - Public attendance at formal meetings of Scrutiny meetings	Jackie Sayers	50	61	0	50	61	G	
Approach : 10. Promote economic development									
QUARTERLY	15. Initial state of economy baseline report by Dec 08	Tom Barrance	100	80	0	100	80	A	It is now hoped to have the report for the PFH meeting in June 2009. Funding was not agreed for 08/09 but has been agreed for 09/10. Consultants have been engaged and work is now ongoing with a view to completion by December 2010. The programme has been set and is is currently being implemented.
	16. Economic Development Strategy & Action Plan	Tom Barrance	50	40	0	50	40	A	
	17. Programme of member & stakeholder events	Tom Barrance	100	100	0	100	100	G	

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