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2 September 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, 10 SEPTEMBER 2009** at **2.00 p.m.**

Yours faithfully
GJ HARLOCK
Chief Executive

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AGENDA

PAGES

PROCEDURAL ITEMS

1. **Apologies for Absence**
To receive apologies for absence from Cabinet members.
2. **Minutes of Previous Meeting** 1 - 8
To authorise the Leader to sign the Minutes of the meeting held on 2 July 2009 as a correct record.
3. **Declarations of Interest**
4. **Public Questions**
- 4 (a) **GAMLINGAY: Warden Service at Avenells Way and Grays Road - Petition** 9 - 16

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| 9. | Workforce Plan Annual Review 2009-10 | 99 - 132 |

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| 13. | Updates from Cabinet Members Appointed to Outside Bodies |
| 14. | Reports from Cabinet Members attending Parish Council meetings |

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SOUTH CAMBRIDGESHIRE DISTRICT COUNCIL

Minutes of a meeting of the Cabinet held on
Thursday, 2 July 2009

PRESENT: Councillor RMA Manning (Leader of the Council)
Councillor SM Edwards (Deputy Leader of the Council, Finance and Staffing
Portfolio Holder)

Councillors: Dr DR Bard New Communities Portfolio Holder
MP Howell Housing Portfolio Holder
Mrs SM Ellington Environmental Services Portfolio Holder
NIC Wright Planning Portfolio Holder

Officers in attendance for all or part of the meeting:

Holly Adams	Democratic Services Officer
Gemma Barron	Partnerships Manager
Gary Duthie	Senior Lawyer
Steve Hampson	Executive Director
Greg Harlock	Chief Executive
Georgina Hayward	Communications Manager
Nicole Kritzing	Economic Development Officer
Jo Mills	Corporate Manager, New Communities
Dale Robinson	Corporate Manager, Health & Environmental Services
Jane Thompson	Cultural Services Manager
Paul Williams	Equality and Diversity Officer

Councillors RE Barrett, SGM Kindersley, MJ Mason, Mrs CAED Murfitt, CR Nightingale, Mrs DP Roberts, Mrs BZD Smith, Mrs HM Smith and RT Summerfield were in attendance for all or part of the meeting, by invitation.

Apologies for absence were received from Councillor TJ Wotherspoon and TD Bygott.

Procedural Items

1. MINUTES OF PREVIOUS MEETING

The Leader was authorised to sign the minutes of the meeting held on 14 May 2009 as a correct record.

2. DECLARATIONS OF INTEREST

None declared.

3. PUBLIC QUESTIONS

None received.

**Recommendations to
Council**

4. CAMBRIDGE SPORT LAKES TRUST: REQUEST FOR CAPITAL GRANT AID

The Council had received a request for a grant towards the extension and improvements to the existing Visitor Centre at Milton Country Park. Messrs Mick Woolhouse, Company Secretary and Director of the Cambridge Sport Lakes Trust (CSLT), and Mike Muir-Smith Chairman of CSLT, presented to Cabinet their business plan. Local Members Councillors Mrs HM Smith and RT Summerfield spoke in support of the request, describing the increased number of visitors to the park and Council's 2007 decision to support, rather than close, Milton Country Park. The New Communities Portfolio Holder asked members to keep in mind that there was not any zero-cost option, as there would be on-going maintenance and insurance costs to the Council if the park were to close.

In response to questions, Messrs Woolhouse and Muir-Smith, and the Council's Senior Lawyer, confirmed that:

Business Plan and Cambridge Sport Lakes facility:

- Although the Business Plan projected losses up to the end of its five-year life, the long-term outlook was positive as completion of the Cambridge Sport Lakes project next door to the Country Park, due in the next 2-3 years, should increase use of the Country Park and comparable facilities elsewhere in the country had a £1 - £1.5 million annual turnover;
- Once the Cambridge Sport Lakes had opened, the Milton Country Park management costs would be included in the CSLT overheads and no longer chargeable to Milton Country Park;
- The Business Plan assumed that salaries were net of any indexation at this point, accommodated the recession and was the result of a comprehensive working method to produce the final figures;
- CSLT was an admitted body in the Cambridgeshire County Council pension fund and employer and employee contributions had continued since the transfer of Milton Country Park from South Cambridgeshire District Council. It was believed that the facilities could continue with the existing staff and that efficiency savings would be sought on wages for casual employees;
- References to "other premises costs" in the Business Plan included £7-8,000 to the insurers, and the increase in capital costs was a result of depreciation costs expected when built facilities progressed through their lifecycle;
- The first flood risk assessment had been completed, subject to conditions, and the planning process, including s106 agreement, for the Sport Lakes was nearly ready to proceed to the consultation stage after slight delays due to negotiations for the transfer of land owned by Cambridgeshire County Council; and
- Once the s106 agreement had been signed, the planning decision notice could be issued: a donor was in place to buy the land and a two-year fundraising phase had begun.

Existing funding and grants:

- The £250,000 dowry granted by the Council in 2007 remained in the CSLT accounts, and the loss shown in 2008/09 of the Business Plan should be netted from that dowry;
- There was regular income from birthday parties and corporate away days, but without expansion of the available space, there were limited options for increasing income through making the Visitor Centre available to hire for functions. The expansion work could begin immediately upon receipt of the grant and CSLT were willing to accept staged payments in line with the construction works;
- Cambridge City Council had been approached with regard to any s106 monies which could be obtained through other development sites and allocated to CSLT, but the project to expand the Visitor Centre did not currently meet the criteria for

- any City Council grant schemes;
- CSLT staff were pursuing all options for grants, and were in discussion with Natural England and WREN;
- Milton Parish Council had contributed to the Tompkins Mead wetlands restoration project, a funding stream which had not been available before the transfer to CSLT of Milton Country Park;
- There were regular small donations made through the on-site donation box and larger donations from the Friends of Milton Country Park, but CSLT had not yet received any specific pledges of large donations; and
- Without approval of the grant request, it was unlikely that Milton Country Park would be sustainable in its current format beyond another year;

It was noted that there was a 5-year break clause in the 99-year lease agreement. Cabinet members considered the presentation and voiced their support for seeing Milton Country Park succeed and to have the Visitor Centre expansion be complete in time for the opening of the Cambridge Sport Lakes facility. The Leader explained that he had approached other organisations to attend the meeting to see the presentation and consider match-funding, but this offer had not been accepted.

On the proposal of Councillor Dr DR Bard, seconded by Councillor MP Howell, Cabinet **RECOMMENDED TO COUNCIL** that a revenue grant of £261,000 be awarded to Cambridge Sport Lakes Trust towards the cost of an extension and improvements to the Visitor Centre at Milton Country Park.

5. CAPITAL PROGRAMME - AWARDED WATERCOURSES

The Leader, in consultation with the Chief Executive, withdrew this item from the agenda following confirmation that Council, on 5 December 2002, had delegated authority to the Portfolio Holder with responsibility for land drainage to use the Land Drainage Infrastructure Improvement Fund for land drainage purposes, including the purchase of plant.

6. FOOD SAFETY SERVICE PLAN 2009-10

The Food Safety Service Plan was an annual plan required by the Food Standards Agency (FSA), stating the Council's current processes and highlighting the increase in work as the number of food service establishments in the district has grown. The Service Plan demonstrated links to the corporate objectives as the Council supported local businesses with their legal compliance requirements, and all the proposed actions were within budget. Members commended the successful Scores on the Doors programme, which was being adopted by other authorities, and the Corporate Manager, Health and Environmental Services, explained that the staff member who led the project had been invited to World Health Organisation meetings in Brussels and Sri Lanka as Chairman of the national user group.

Cabinet **RECOMMENDED TO COUNCIL** that the Food Safety Service Plan 2009-10 be approved.

Decisions made by Cabinet

7. LISTED BUILDINGS AND BIODIVERSITY SUPPLEMENTARY PLANNING DOCUMENTS (SPD)

The New Communities Portfolio Holder commended both Supplementary Planning Documents (SPDs) to Cabinet, drawing attention to the very useful responses received and the subsequent recommended alterations. The Planning Portfolio Holder explained that a resident had spoken to the Scrutiny and Overview Committee about his enthusiasm for listed buildings, after which the Conservation Manager had met with him and a number of his suggestions had been taken on board, including the recommendation to establish a Listed Building Owners club.

Cabinet **AGREED**

- (a) to adopt the Supplementary Planning Documents (SPDs) relating to Biodiversity and Listed Buildings, and to proceed with their adoption in accordance with Regulations 18 and 19; and
- (b) that no changes be made to the Sustainability Appraisals for each SPD and that these be published in their final form alongside the SPDs.

8. **COMMUNITY ENGAGEMENT STRATEGY**

The Leader reminded members of the recent Scrutiny and Overview Committee consideration of the Community Engagement Strategy and Action Plan, and drew attention to the responses received during the recent twelve-week consultation period. He clarified that the requirement for Executive members to attend Parish Council meetings outside of their own ward should read to “three parish council meetings *annually*”.

In response to questions about the quality of consultation undertaken, especially with younger people, the Executive Director explained that the Youth Participation Strategy was already underway and due in October 2009.

Cabinet **AGREED** to adopt the Community Engagement Strategy and Action Plan.

9. **EQUALITY STANDARD FOR LOCAL GOVERNMENT - LEVEL 2**

Councillor MP Howell, lead member for Equality and Diversity, presented the Council's successful achievement of Level 2 of the Equality Standard for Local Government, explaining that the Council could have self-declared some months earlier, but Paul Williams, Equality and Diversity Officer, believed that the Council should accept the challenge of a peer review by the Improvement and Development Agency (IDeA), to add increased transparency and confidence to the self-declaration. The peer review had concluded that the Council had not only successfully achieved Level 2, it had in some areas exceeded the requirements.

The Portfolio Holder paid tribute to Mr Williams and his late predecessor, and stated that the Council could now progress to achieving Level 3, but, to be certain to surpass the requirements rather than reaching the bare minimum, made a commitment to achieve Level 3 by June 2010.

Cabinet **NOTED** the IDeA peer review report and **AGREED** that South Cambridgeshire District Council self-declare its achievement of Level 2 of the Equality Standard for Local Government.

10. **APPOINTMENTS TO OUTSIDE, JOINT AND OTHER MEMBER BODIES**

Cabinet **AGREED** the following appointments to Outside, Joint and other Member bodies:

Cambridge City Centre Management Consultative Forum	New Communities Portfolio Holder
Cambridge Marriage Guidance Council (Relate)	Councillor Mrs VM Barrett
Cambridgeshire Councils' Association Waste and Environment Forum	Environmental Services Portfolio Holder
East of England Regional Assembly	Leader
Joint Cambridgeshire Regional Spatial Strategy Review Panel (CReSSP)	New Communities Portfolio Holder
Joint Transport and Planning Lead Members	New Communities Portfolio Holder
Joint Transport Forum	Planning Portfolio Holder
Local Government Association Rural Commission	Councillors Mrs SM Ellington and DC McCraith
South Cambridgeshire Crime and Disorder Reduction Partnership	Leader
South Cambridgeshire Traffic Management Area Joint Committee	Conservative members: Councillors Dr DR Bard, RMA Manning and NIC Wright, with DH Morgan as substitute Liberal Democrat members: Councillor JD Batchelor Independent members: to be determined (no nominations received)

Cambridgeshire Together (Local Area Agreement) Partnership Boards:

Cambridgeshire Horizons Board	New Communities Portfolio Holder
Cambridgeshire Together (Local Area Agreement Board)	Leader
Children and Young People's Partnership / Children's Trust	Councillor Mrs BZD Smith
Community Wellbeing Partnership	Environmental Services Portfolio Holder
Environmental Sustainability Partnership	Sustainability, Procurement and Efficiency Portfolio Holder
Greater Cambridge Partnership	Councillor JA Hockney
RECAP (REcycling Cambridgeshire And Peterborough) Board	Environmental Services Portfolio Holder
Safer and Stronger Communities Partnership	Leader

Cabinet **AGREED** not to make appointments to the Local Government Association Annual Conference and General Assembly and asked that appointments to these be reviewed during 2009/10.

Cabinet **NOTED** that the Joint Member Reference Groups for Cambridge East, Cambridge Southern Fringe and Northwest Cambridge had been disbanded and their duties assumed by the new s83 joint committee.

11. NI 179 (FORMERLY ANNUAL EFFICIENCY STATEMENT)

The Finance and Staffing Portfolio Holder explained that the actual NI 179 value-for-money gains demonstrated that the Council had surpassed the 3% target: adding the savings made over and above the same target set under the Gershon regime from 2004-07, the Council had made a total of £1.2 million savings, far exceeding the NI requirement.

Cabinet **AGREED** to delegate authority to the Leader and the Chief Executive, in consultation with the Finance and Staffing and Sustainability, Procurement and 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.

Information Items

12. ADDRESSING THE ECONOMIC DOWNTURN - QUARTERLY REPORT

Councillor NIC Wright provided an update on the many activities the Council had undertaken, and was continuing to undertake, to support local businesses during the economic downturn, noting that the Council was now being described as “business friendly” by the business sector. Councillor Wright described the two business breakfast events as having been highly successful. The “Ride the Recession” event, held at Duxford the day before the Cabinet meeting, had aided in deepening relationships with businesses. The “How to Win Contracts” event had been oversubscribed and Councillor Wright commended the Council’s Procurement Officer, Sean Missen, as an outstanding speaker who held the attention of all the attendees.

Nicole Kritzinger, Economic Development Officer, had been praised by the head of Business Link for her work. Councillor Wright emphasised how the economic development work had added value by linking with organisations such as Business Link. Councillor MP Howell asked members to note that the actions being taken to address the downturn were not just outward-looking, but also included supporting Council staff.

Cabinet **NOTED** the actions being taken to support local businesses during the recession.

13. EXTERNAL AUDIT AND INSPECTION LETTER 2007/08

The Finance and Staffing Portfolio Holder presented the audit letter, which had been received by the Corporate Governance Committee and which came to Cabinet at the request of the Audit Commission, which asked that it receive a wide circulation. The Council’s performance continued to improve and the authority would now face more difficult tests to maintain or improve its current score of 3 out of 4.

Cabinet **RECEIVED** the Annual Audit and Inspection Letter 2007/08.

14. INTEGRATED BUSINESS MONITORING REPORT AND UPDATED FINANCIAL POSITION 2008/09

The Scrutiny and Overview Committee had considered the report and financial position at its recent meeting and the Finance and Staffing Portfolio Holder was pleased to see that work to reduce underspendings continued to yield good results, which were now within the agreed tolerance range of +/- 3%. It was noted that six of the nine missed targets related to housing completions, which were beyond the Council’s control. The Chief Executive commended the excellent performance, which had been achieved with staff resources half as many of those at neighbouring authorities.

Cabinet **NOTED** the contents of the report and that

- (a) levels of underspending were all within the target range of +/- 3%;
- (b) overall the authority had succeeded in achieving most objectives that it set out to

- do; and
(c) the Performance Management Portal was launched in June 2009.

Standing Items

15. ISSUES ARISING FROM THE SCRUTINY AND OVERVIEW COMMITTEE

Nothing to report.

16. UPDATES FROM CABINET MEMBERS APPOINTED TO OUTSIDE BODIES

Councillor Mrs SM Ellington, representative on the Cambridge University Hospital Joint Council Forum, offered congratulations to Addenbrooke's Hospital for its successful achievement of recognition as an academic health sciences centre, one of five in the country, which would see an increase in research and development job opportunities in the district.

Councillor NIC Wright, noting that the only business or industry showing growth in South Cambridgeshire was agriculture, supported the Planning Committee's recent decision to approve an extension to a large wheat-drying structure, which demonstrated the Council's commitment to supporting local needs.

17. REPORTS FROM CABINET MEMBERS ATTENDING PARISH COUNCIL MEETINGS

Councillor SM Edwards commented about visits he had had recently to Fulbourn Parish Council and the inaugural meeting of Orchard Park Community Council. He read a letter of thanks from Orwell Parish Council, whose members he said were extremely articulate, intelligent and well-informed, and had questioned him for an hour. He encouraged all members to attend parish council meetings outside of their patch and to bring the parish councils' ideas back to the District Council.

Councillor Dr DR Bard also had attended the inaugural meeting of Orchard Park Community Council and felt that the new councillors were a benefit to their community.

Councillor NIC Wright spoke of the value of parish councils and attending their meetings, especially as it presented an opportunity to explain issues, especially in relation to his portfolio, and to emphasise that it was not the District Council, but the Planning Inspector, who was the final arbiter of planning decisions. He spoke of recent successful visits at Willingham and Duxford, and his forthcoming visit to Steeple Morden.

It was clarified that the Cabinet did not want to be seen to be intruding on the local member's patch, but that they did welcome the opportunity to visit parish councils and offer clarification on the work of the District Council. Gemma Barron, Partnerships Manager, was organising the visits and any parish councils who would like to invite an Executive member to attend were encouraged to contact her.

**The Meeting ended at 4.10
p.m.**

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SOUTH CAMBRIDGESHIRE DISTRICT COUNCIL

REPORT TO: Leader and Cabinet 10 September 2009
AUTHORS: Executive Director (Operational Services) / Corporate Manager for Affordable Homes

PETITION RECEIVED FROM THE RESIDENTS OF AVENELLS WAY AND GRAYS ROAD, GAMLINGAY

Purpose

1. To receive and consider the contents of a petition containing 28 signatures (attached as **Appendix A** with supporting documents) received from the residents of the Sheltered Housing Scheme at Avenells Way and Grays Road, Gamlingay, raising the following issues:
 - (a) The amount of Sheltered Housing Officers' time allocated to the scheme.
 - (b) The Supporting People Charge for this service.
 - (c) The implications on the service following the outcome of the Housing Futures ballot.

The covering letter refers to the recent reduction to a part-time warden service, charges for the service and previous correspondence with the Council on the subject whilst the wording of the petition itself is as follows:

'As this is a Warden-controlled scheme, we expect a Warden here at least (between) 9am to 5pm, which we were promised and are paying for.'

2. This is not a key decision; however, it was published in the Forward Plan for August 2009.

Background and procedure

3. The petition was dated 21 June 2009 and received by the Council on 7 July 2009. In accordance with the Procedural Guidance relating to petitions, set out in Part 5 of the Constitution, an acknowledgement was sent to the lead petitioner immediately. The lead petitioner was subsequently advised that the Chief Executive, Leader of the Council and Chairman of the Scrutiny and Overview Committee had directed that the petition should be referred to the next meeting on the Cabinet for consideration. The lead petitioner, Mr. Doug Gilbert, was notified accordingly.
4. The Council's approved scheme allows the lead petitioner to speak at the meeting at which the petition is presented for up to five minutes, following which Members may ask questions for clarification during a further five-minute period. The petitioner is not entitled to take part in any debate on the matter, but will be given the opportunity to give a two-minute summation speech when directed by the Leader.
5. Mr. Gilbert has been advised of the public speaking provisions set out above and has indicated that he wishes to exercise this right at the meeting.

Options and supporting information

- 6. Cabinet is invited to receive and to determine a response to the petition. In accordance with paragraph 13 of the protocol referred to above, the petition may be referred to any other body of the Council for action; this might include, for example the full Council, Scrutiny and Overview Committee, individual Cabinet Portfolio Holder or an officer of the Council. It is recommended that the petition should be referred to the next meeting of the Housing Portfolio Holder for detailed consideration.
- 7. In determining a response to the petition, Cabinet may wish to take into account the following representations by the Corporate Manager for Affordable Homes, which have been communicated separately in a letter to the Lead Petitioner:

(a) Allocation of Sheltered Housing Officers to the Scheme

The Sheltered Housing Officer time allocated to the scheme is half a day as the officer covers another adjacent scheme in Blythe Way. The scheme at Blythe Way is equally provided with half a day, Monday to Friday. The ratio of residents to officer time, as far as can practically be managed, is equitable throughout the district.

(b) The Supporting People Charge for the service

The Supporting People charge is a charge that pays for the support service received from the Sheltered Housing Service. The charge is the same for all council residents living in sheltered housing, irrespective of the need for that support or the officer time allocated to a scheme. The Council considers that this is not the best use of a support service, therefore it will be reviewing how a support service for older people may be best delivered to those that need it.

The service requires review for the reason given above and also because of the economic pressures being experienced by the County Council's Supporting People budget. The Council will be meeting with the Supporting People Manager to discuss how best to achieve a service that both reflects residents' support needs and the charges for that service.

(c) The implications on the service following the outcome of the Housing Futures ballot.

The Council is presently reviewing its budgets, as a result of which there will be changes to the service that will most likely entail cuts in real terms. The Housing Service will not be filling currently unfilled posts, and will be reducing the overall number of Sheltered Housing Officers. This is in line with clear statements made in the Council's Formal Consultation document on the option of staying with the Council.

As an outcome of its reviews, the Council will be seeking to establish a more equitable service that meets the needs of older residents, is flexible to changing needs, easily accessible and offers choice.

Implications

8. Financial	There are no resources available within the Council's Supporting People allocation to extend the existing Warden Service.
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Legal	The terms of the Council's current contract require each Sheltered Housing resident to contribute to the support charge irrespective of need.
Staffing	Previously, recruitment to unfilled posts was put on hold pending the outcome of the Housing Futures project. As identified in paragraph 7(c) above, the recruitment freeze continues until the outcomes of the wider service review are known.
Risk Management	Failure to achieve significant savings and efficiencies within the housing service has been identified on the Council's Strategic Risk Register as a risk to be mitigated through the agreement and implementation of an action plan with the Housing Portfolio Holder.
Equal Opportunities	The Council's current Sheltered Housing Warden service provides equal access to all residents regardless of their individual circumstances and level of need.

Effect on the Council's Strategic Aims

9.	Commitment to being a listening council, providing first class services accessible to all.
	The Council is committed to providing a high-quality, flexible service which meets the needs of users, not only within Sheltered Housing Schemes but also for all the Council's tenants, and all residents.
	Commitment to ensuring that South Cambridgeshire continues to be a safe and healthy place for all.
	Each resident continues to have access to a 24-hour emergency alarm, therefore the absence of a permanent on-site warden is not considered to compromise their health and safety.
	Commitment to making South Cambridgeshire a place in which residents can feel proud to live.
	None specific.
	Commitment to assisting provision for local jobs for all.
	None specific
	Commitment to providing a voice for rural life.
	None specific.

Recommendation

10. That Cabinet receive the petition and refer it to the meeting of the Housing Portfolio Holder on 16 September 2009 for detailed consideration and agreement of a response.

Background Papers: the following background papers were used in the preparation of this report: Procedural Guidance – Petitions (from Part 5, Section K of the Constitution)

Contact Officers: Stephen Hills – Corporate Manager for Affordable Homes
Telephone: (01954) 713412
Richard May – Democratic Services Manager
Telephone: (01954) 713016

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WARDEN SERVICE
 AVENELLS WAY - GRAYS RD.
 22-6-09.

17 AVENELLS WAY
 CAMLINGAY
 SG19 3EQ.

DEAR MR KINDERSLEY M.P.

I'M WRITING TO YOU FOR & ON BEHALF OF THE RESIDENTS OF
 AVENELLS WAY - GRAYS RD. SCHEME (42 BUNGALOWS)

WE ALL MOVED HERE BECAUSE IT WAS A WARDEN CONTROL SCHEME
 I.E. (A WARDEN WAS HERE FROM 9AM TO 5PM) TO VISIT MOST OF THE
 OAP'S EACH DAY TO HELP SORT OUT SOME OF THEIR PROBLEMS & WORRIES
 AND GIVE A BIT OF COMFORT KNOWING THAT AT LEAST SOME-ONE WOULD
 CALL EACH DAY. BUT OVER THE LAST 18 MONTHS THE WARDEN SERVICE
 HAS DETERIORATED TO A PART-TIME SERVICE (3-4 PM PER DAY).

I SENT A LETTER COMPLAINING ON 30-3-09 OF THE INADQUATE
 SERVICE TO CHIEF EX. MR. GREG HARLOCK, BUT A STEV HAMPSON REPLIED
 (COPY ENCLOSED) WHICH I RECEIVED ON 12-5-09 WHICH DOES NOT
 STATE THE TRUE FACTS. WE ATTENDED A HOUSING FUTURES MEETING AT
 COMBERTON ON 30-4-09. AT THIS MEETING A SCDC MANAGER OF
 WARDEN SERVICE TRACY CASSIDY SAID THAT THE REASON WHY THE
 SERVICE HAD DETERIORATED WAS BECAUSE 4 WARDENS HAD LEFT (FOR
 ONE REASON OR ANOTHER) OVER THE LAST 18 MONTHS AND THEY WERE NOT
 BEING REPLACED AND IF THE CHANGE OVER TO H-A. WAS VOTED NO
 THEN THE SERVICE WOULD BE CUT EVEN MORE.

WE PAY AS STATEMENT (ENCLOSED) SHOWS FOR THIS SERVICE.

PLUS WE PAY ON TOP OUR RATES:

I.E. WARDEN & ASSOCIATED COSTS	37080
MANAGEMENT & ADMINISTRATION FEE	5970
TOTAL	<u>£ 43,050</u>

PLEASE FIND ENCLOSED COPIES OF :-

COST STATEMENT AVENELLS WAY - GRAYS RD.

LETTER FROM STEV HAMPSON

PETITION SIGNED BY RESIDENTS.

Yours Sincerely
 P. Gilbert

P.S.

COULD YOU PLEASE HELP US SORT THIS PROBLEM OUT!

AVENELL'S WAY / GREYS RD.

21-6-09

AS THIS IS A WARDEN CONTROL SCHEME WE EXPECT A WARDEN HERE AT LEAST 9AM TO 5PM WHICH WE WERE PROMISED & ARE PAYING FOR.

- | | | | |
|----|--------------|-------------------|-------------------|
| 1 | Greys Rd. | A Grant | R.G. Grant |
| 2 | " | SHIRLEY MOORE | L. Moore |
| 5 | " | W. M. Dew. | |
| 6 | GRAYS RD | J BRADHAM | J & Becke |
| 9 | GRAYS RD | B Gore | B Gore |
| 9 | | B Gore | B Gore |
| 7 | GRAYS ROAD | | J. Croot |
| 10 | DAPH GIFFORD | | D J. Gifford |
| 12 | GRAYS RD | | W. BUTTERICK |
| 13 | GRAYS RD | | E Hall |
| 14 | Grays Rd | | J. Bates |
-
- | | | | |
|----|--------------------|--|-------------|
| 2 | Avenell's Way. | | V Humphries |
| 2 | " | | E Meeks |
| 4 | McCord. V. Rogers. | | |
| 5 | O. Standell. | | |
| 7 | A. Ed. Gilbert | | |
| 8 | P. Jenkins. | | |
| 9 | J. ... | | |
| 10 | J. ... | | |
| 10 | M. ... | | |
| 11 | F M H. ... | | |
| 22 | J. E. Morris | | |
| 18 | D. A. Brown | | |
| 1 | A. Braun | | |
| 1 | O. ... | | |
| 16 | A. B. ... | | |
- | | | | |
|----|-----------------|--|--|
| 9 | G. Marshall | | |
| 15 | AW J. Brookes | | |
| 15 | AW Gary Brookes | | |
| 21 | B. Hone | | |
| 23 | E. V. Miles | | |
| 24 | J. R. Gurney | | |
| 26 | C. ... | | |
| 27 | D. Hunter | | |
| 28 | d. Holders | | |

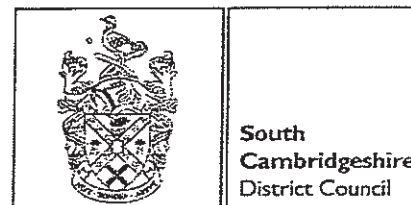
South Cambridgeshire Hall
Cambourne Business Park
Cambourne
Cambridge
CB23 6EA

t: 08450 450 500
f: 01954 713149
dx: DX 729500 Cambridge 15
minicom: 01480 376743
www.scambs.gov.uk

Mr D E Gilbert
17 Avenells Way
Gamlingay
Nr Sandy
Beds SG19 3EQ

Our ref: SH/RCO 26122
Your ref:
Date 9th April 2009

RECEIVED
(12 - 5 - 09)



South
Cambridgeshire
District Council

Housing General Enquiries No. 08450 450 051
Available from Monday – Saturday 8.00 am to 8.00 pm

Affordable Homes

Contact: Mr S Hampson

Direct dial:

Direct email:

Dear Mr Gilbert

Thank you for your letter of the 30th March 2009, in which you express your concerns regarding the Sheltered Housing Service.

In answer to your questions:

- a) South Cambridgeshire District Council have a system in which all residents moving into sheltered housing have the option of a daily visit. The Sheltered Housing Officer determines this by completing a Visit form that is up-dated every six months. Should a resident not wish a visit their request has to be respected.
- b) In light of the current financial climate facing South Cambridgeshire District Council and also holidays and sickness, sheltered housing staff are covering more than one scheme. This is the reason Blyth Way is included in the Sheltered Housing Officer working day.

I have attached a Welcome Pack, which I hope will give you clarification of the Sheltered Housing Officer's role and duties.

I hope this has answered some of the concerns.

Yours sincerely

Steve Hampson
Executive Director



Awards for Excellence
in recycling and waste management

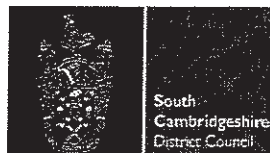


2006-2007
Waste and Recycling



INVESTOR IN PEOPLE

South Cambridgeshire Hall
 Camboorne Business Park
 Camboorne
 Cambridgeshire
 CB23 6EA



t: 08450 450 051
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 e: scdc@scambs.gov.uk
 dx: 729500 Cambridge 15
 minicom: 01480 376743
 www.scambs.gov.uk

GAMLINGAY - AVENELLS WAY/GRAYS ROAD

Estimated Expenditure for 2009/2010

£

Total Staffing costs

(including sheltered housing officer salary and associated costs)

37,080



Communal areas and buildings

Outdoor Maintenance	890
Repairs and maintenance	1,030
Cleaning	2,000
Alarms (including out of hours response service)	6,200
Utilities	
Electricity	2,320
Water	680
Gas	450
Other communal expenses	3,850
Planned Maintenance	1,000

Repairs and maintenance for properties on the scheme

2,940

Provision for Cyclical Works

1,260

Scheme cost subtotal

59,700

Management and administration fee

5,970



Total scheme cost

65,670

Service charge liability for 2009/2010

Number of bedrooms	Percentage of total scheme cost payable (%)	Total annual property liability 2009/2010 £	Total quarterly liability* £	Maximum quarterly fee, excluding major works** £
Bedsit	-	-	-	-
1 bedroom	2.28	1,497	374.25	361.01
2 bedrooms	2.51	1,648	412.00	361.01

* excluding insurance

** Should any major works be required, then full consultation will take place before any work begins

SOUTH CAMBRIDGESHIRE DISTRICT COUNCIL

REPORT TO:	Leader and Cabinet	10 September 2009
AUTHOR/S:	Executive Director (Operational Services)	

SAFEGUARDING CHILDREN**Purpose**

1. This report sets out the Council's responsibilities and obligations to safeguard children and presents a new Safeguarding Children Policy (attached as **Appendix A** pp 1-10) and Procedures for adoption (attached as **Appendix B** pp 11-25).
2. This is a key decision because
 - it is likely to be significant in terms of its effects on communities living or working in the District
 - it raises new issues of policy, or is made in the course of developing proposals to amend the policy framework, or is a decision taken under powers delegated by the Council to amend an aspect of the policy framework.and it was first published in the August Forward Plan.

Background and considerations

3. Section 11 of the Children Act 2004 places a duty on the Council to make arrangements to ensure that, in discharging its functions, it has regard to the need to safeguard and promote the welfare of children.
4. In July 2004 Cabinet adopted a 'Protection of children and young people from abuse' policy. The Safeguarding Children policy replaces the previous policy, and reflects developments in child protection arrangements over the past five years.
5. High profile child death cases such as Victoria Climbié, the Soham murders and most recently the Baby P case have led to significant public and media interest in the arrangements for preventing child abuse and protecting children. While responsibility for child protection rests with the County Council, and the Local Safeguarding Children Board, the Council's own staff have an important role to play in the safeguarding children agenda and can be the first to have concerns that need to be referred to the County Council for investigation.
6. An officer Safeguarding Children Group, chaired by the Executive Director (Operational Services), and attended by designated officers from all the Council's main service areas, meets bimonthly to ensure that the Council is meeting its safeguarding obligations. Its deliberations reflect the fact that the Council does not provide children's services of significant scale, for example compared to other district Councils which directly provide leisure services, and so actions and resources must be proportionate to the scale and nature of the Council's business.
7. A variety of Council staff visit families with children in their homes, and arts, sports and youth activities are promoted through the Council's New Communities Service. In the period January 2009 to June 2009, Council staff made 11 referrals to the County Council's child protection teams as a result of their concerns about a child's welfare.

8. Every year the Safeguarding Children group completes a self assessment using a benchmarking toolkit, which measures the Council's performance against eight safeguarding 'standards for partners'. That self assessment, which is reported to the Local Safeguarding Children Board, is used to develop a annual local action plan, which the group then oversees. For 2009/10 the action plan includes:
- Revision of the Council's safeguarding policy and procedures
 - Safeguarding training for Council staff
 - Recruitment and selection practice
9. The Policy is based upon 'Statutory guidance on making arrangements to safeguard and promote the welfare of children under section 11 of the Children Act 2004', and it adopts as its aims the eight key features expected within local authorities, namely
- (a) Senior Management commitment to the importance of safeguarding and protecting children's welfare
 - (b) A clear statement of the Council's responsibilities towards children is available for all staff
 - (c) A clear line of accountability within the Council for work on safeguarding and protecting the welfare of children
 - (d) Service development takes account of the need to safeguard and promote welfare and is informed, where appropriate by the views of children and families
 - (e) Staff training on safeguarding and promoting the welfare of children
 - (f) Safer recruitment
 - (g) Effective inter agency working to safeguard and promote the welfare of children
 - (h) Information sharing
10. In addition to annual self assessment, last year the Council employed internal audit to undertake a review of the Council's recruitment and selection procedures in respect of its safeguarding children responsibilities. The audit resulted in a satisfactory assessment and recommendations were reviewed and incorporated, where appropriate, into the Safeguarding Childrens Group's action plan for 2009/10.
11. The Council also has responsibilities in respect of vulnerable adults and its current Protection of Vulnerable Adults policy was adopted in 2004. It is intended to review the Council's vulnerable adult arrangements early next year and explore the benefit of bringing the Councils arrangements for safeguarding children and protection of vulnerable adults together.
12. The establishment of the Independent Safeguarding Authority, which will shortly oversee checks for staff delivering services to both children and vulnerable adults, may accelerate the benefit of joining these two agendas locally.

Options

13. As the existing child protection policy was adopted over five years ago, on adoption of the new policy may expose the Council to criticism that its arrangements in this area are not sufficiently up to date.

Implications

14. Financial	All commitments made in the new policy are included in the Council's budgets
Legal	Included in report
Staffing	Included in report

Risk Management	Reputational risk if Council's policies and procedures are not revised and found to be ineffective.
Equal Opportunities	An Equalities Impact Assessment has been completed and can be viewed on the website. No adverse impact has been assessed.

Consultations

15. The new policy and procedures have been developed with the Safeguarding Group of officers and have been considered by Senior Management Team. The policy has also been sent to the Local Safeguarding Children Board whose comments have been incorporated.

Effect on Strategic Aims

16. **Commitment to being a listening council, providing first class services accessible to all.**
 The policy commits the Council to listening to the views of children and young people and taking their needs into account when planning services.
- Commitment to ensuring that South Cambridgeshire continues to be a safe and healthy place for all.**
 The policy is intended to ensure that the Council plays a full and appropriate part in working with partners to protect children and young people from abuse.

Recommendations

17. That Cabinet adopts the Safeguarding Children policy attached at Appendix A and notes the supporting procedures attached as Appendix B.

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

Statutory guidance on making arrangements to safeguard the welfare of children under section 11 of the Children Act 2004, DfES 2007

What to do if you're worried a child is being abused, DfES 2006

Protections of Children and Young People from Abuse, SCDC Policy 2004

Contact Officer: Steve Hampson – Executive Director (Operational Services)
 Telephone: (01954) 713021

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South Cambridgeshire District Council

Safeguarding Children Policy

August 2009

Review Date 2011

Appendix a

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More Information

If you would like a copy of this document in an alternative format or language, please contact:

Phone: 01954 713465
Email: equality.schemes@scambs.gov.uk
Website: www.scambs.gov.uk

Or write to us at:

Equality and Diversity Officer
South Cambridgeshire District Council
South Cambridgeshire Hall
Cambourne Business Park
Cambourne, Cambridge
Cambridgeshire
CB23 6EA

Safeguarding Children Policy

1. Introduction

Many South Cambridgeshire District Council services have a crucial role to play in protecting children and young people, and in shaping their lives. Elected members, staff and volunteers may be meeting children in the course of their work. This may range from occasional involvement to organising and running activities and events specifically designed to enable children and young people to have positive experiences outside of school and family.

Child Protection legislation places an obligation on all local authorities to safeguard from harm **all children and young people under the age of eighteen irrespective of ability, family background, sexuality, lifestyle, religion, belief or culture**. To meet this obligation South Cambridgeshire District Council must ensure that adequate policies and procedures are in place to guide elected members, staff and volunteers who come into contact with children and young people during their work with the Council.

Whether elected members, staff or volunteers are directly working with children or have minimal contact as a result of other duties, the individual concerned will be in a position of trust. This requires individuals to place the welfare of children and young people first and adopt practices that support, protect and empower them.

Compliance with policy and guidelines will also help elected members, staff and volunteers to avoid or manage situations where they may be subject to unfounded allegations whether mistaken or malicious.

2. Background

Central government has defined 'safeguarding children' as:

"The process of protecting children from abuse or neglect, preventing impairment of their health and development, and ensuring they are growing up in circumstances consistent with the provision of safe and effective care that enables children to have optimum life chances and enter adulthood successfully."

Lord Laming in the Victoria Climbié Inquiry Report (2003) said:

"The support and protection of children cannot be achieved by a single agency... every service has to play its part. All staff must have placed upon them the clear expectation that their primary responsibility is to the child and his or her family."

3. Legislative context

South Cambridgeshire District Council has a statutory duty under Section 11 of the Children Act 2004 to make arrangements to ensure that in discharging its functions it has regard to the need to safeguard and promote the welfare of children.

Section 10 of the Act outlines the duty to promote inter-agency cooperation between named agencies, including district councils.

4. National and Local Policy context

The government's vision for children's services 'Every Child Matters' (2004) – sets out five key outcomes for Children and Young People. They are to:

- be healthy
- stay safe
- enjoy and achieve
- make a positive contribution
- achieve economic wellbeing

These national outcomes are interpreted locally in Cambridgeshire County Council's 'Big Plan 2 – Cambridgeshire's Children and Young People Plan 2009-12' which was adopted in 2009.

South Cambridgeshire District Council contributes to these outcomes in several ways, including:

- housing – preventing homelessness, providing supported accommodation for young parents and care leavers, providing affordable housing
- planning – providing appropriate play facilities in new housing developments, making road safety schemes child friendly
- culture, leisure and learning opportunities – supporting local leisure centres, art, crèche and playgroup facilities, museums and theatres
- environmental health services – promoting the health of children, particularly in relation to food hygiene and nutrition.

This policy and accompanying procedures have been adopted by the Council to promote the safeguarding and welfare of children and young people in South Cambridgeshire. It is intended to clarify individual roles and responsibilities, raise awareness and reassure staff that there are clear processes in place should they have any concerns, or in the rare event that an allegation is made against them.

South Cambridgeshire District Council is a member of the Cambridgeshire Local Safeguarding Children Board (LSCB) and is committed to safeguarding and promoting the welfare of children and young people. The LSCB strategic plan 'Keeping Children Safer' sets out its aims and priorities for 2009 to 2011.

The Council's policy and procedures are intended to complement those of the LSCB, and the Council may refer to these for further guidance as necessary.

The Council also has a number of policies which are relevant to its safeguarding obligations including for example its complaints, whistle blowing, domestic abuse policies and code of conduct, which are available on its website www.scambs.gov.uk

Further information

Other key documents which provide the context for this policy include –

- Statutory guidance on making arrangements to safeguard and promote the welfare of Children under Section 11 of the Children's Act 2004 – DfES 2007
- What to do if you are worried a child is being abused – DfES 2006
- The Big Plan 2 – Cambridgeshire's Children & Young Peoples Plan 2009-2012, Cambs County Council 2009

Websites:

www.cambslscb.org.uk

www.everychildmatters.gov.uk/safeguarding

5. Scope and definitions

Safeguarding and promoting the welfare of children is defined as:

- a. Protecting children from maltreatment
- b. Preventing impairment of children's health or development
- c. Ensuring that children are growing up in circumstances consistent with the provision of safe and effective care
- d. Enabling children to have optimum life chances and to enter adulthood successfully.

For the purposes of this policy, the word 'child' is used to refer to those under the age of 18, in accordance with the United Nations Convention on the Rights of the Child. The word 'staff' is used to refer to anyone working on behalf of the Council, whether that work is paid or voluntary, full or part time, the self-employed, and elected members. More specifically this would include –

- Employees
- Agency staff
- Councillors
- Contract staff – when working under contract to the Council e.g. contractors working in council owned homes
- Volunteers – when working by agreement for or on behalf of the Council e.g. providing assistance at social occasions or during consultation events.

The definition of child abuse can be found at **Appendix 1** which is taken from 'Working Together To Safeguard Children' (2006), a joint document from the Department of Health, the Home Office and the Department for Education and Skills

6. Aims of the Policy

In order to meet its Safeguarding Children obligations under the Children Act 2004, the Council will adopt the following aims:-

1. Senior Management commitment to the importance of safeguarding and protecting children's welfare
2. A clear statement of the Council's responsibilities towards children is available for all staff
3. A clear line of accountability within the Council for work on safeguarding and protecting the welfare of children
4. Service development takes account of the need to safeguard and promote welfare and is informed, where appropriate, by the views of children and families
5. Staff training on safeguarding and promoting the welfare of children
6. Safer recruitment

7. Effective inter agency working to safeguard and promote the welfare of children
8. Information sharing

6.1 Senior Management commitment to the importance of safeguarding and protecting children's welfare

To ensure commitment at senior management level the Council will identify a Senior Management Team member to champion the importance of safeguarding and promoting the welfare of children throughout the organisation.

The Children's Champion will:

- have a sound working knowledge of relevant legislation and guidance with respect to safeguarding and promoting the welfare of children
- be responsible for communicating to all staff (employed and voluntary) in the Authority the importance of safeguarding and promoting the welfare of children and that it is everybody's responsibility to do so
- hold managers to account for the contribution of their services to safeguarding and promoting children's welfare through regular monitoring and audit arrangements
- ensure staff have effective working relationships with other parts of their own agency and with other agencies in order to safeguard and promote children's welfare
- report identified training needs of staff to senior managers with responsibility for staff training

6.2 A clear statement of the Council's responsibilities towards children is available for all staff

The Council will make the necessary arrangements to ensure that staff and elected members have a clear understanding of their responsibilities for safeguarding and promoting the welfare of children, and know what action should be taken if they have concerns about the safety or welfare of a child. These arrangements are set out at appendix 2 and include:

- ensuring all staff are aware of a contact number or person (the service designated officer) who should be contacted for advice or to make a referral to when there are concerns about a child's welfare or safety
- incorporating staff's responsibilities for safeguarding and promoting the welfare of children into the service plans and, where appropriate, the work objectives agreed for individual staff members
- fostering a culture of openness and shared communication where staff are actively encouraged to express any early concerns about the welfare of a child.

6.3 A clear line of accountability within the Council for work on safeguarding and protecting the welfare of children

The Council has appointed a Safeguarding Children's Champion at Senior Management Team level; a Named Senior Officer who has responsibilities for dealing with allegation against staff; and a number of Service Designated Officers who are able to offer advice to staff within their service areas if they have concerns about a child's welfare. In addition a Coordinating Designated Officer assists the Safeguarding Children's Champion in discharging their duties.

Full role descriptions and details of staff within those roles is provided at appendix 3 of the Safeguarding Children procedures and guidelines.

6.4 Service development takes account of the need to safeguard and promote welfare and is informed, where appropriate by the views of children and families

In exercising its duty under section 11 of the Children Act 2004, the Council will consider:

- the impact of each service on children's safety and welfare, for example, does the location of a service mean that it can be safely and easily accessed by the children and families for whom it is intended?
- how children are to be kept safe whilst using services, for example having in place appropriate supervision by trained staff, and adhering to health and safety regulations; and ways in which they can improve existing services to ensure children's safety and promote their welfare, for example, ensuring all play areas are safe, accessible and provide opportunities for children to learn and enjoy themselves, and that these changes are informed by the views of local children and their parents.

The Council will ensure that the planning and development of services to safeguard and promote children's welfare are informed by the views of children and parents. Particular efforts will be made to ensure that specific groups of children and young people who are often excluded from participation activities are supported in giving their views, for example, disabled children and looked after children. The views and opinions of very young children should also be sought in ways that are appropriate to their age and understanding.

South Cambridgeshire District Council will take into account the needs of families and children in the planning and delivery of services through appropriate consultation and community engagement and set out proposals and actions in the relevant corporate service plans.

6.5 Staff training on safeguarding and promoting the welfare of children

In exercising the duty to make arrangements to safeguard and promote the welfare of children, the Council will ensure that:

- all staff working, or in contact, with children and families participate regularly in relevant training tailored towards their individual roles;

- senior staff are kept up to date with changes in statutory requirements and new evidence based ways of working with children and families so that the relevant information can be cascaded down to those on the front-line;
- training for staff working or in contact with children and families is provided on both a single agency and an inter-agency basis;
- staff should have access to the Government's practice guidance *What To Do If You're Worried A Child is Being Abused* (2006) and be trained in how to implement it effectively
- training helps staff understand both their own roles and responsibilities and those of other professionals and organisations for safeguarding and promoting the welfare of children; and
- training enhances staff awareness of race, culture and disability and the impact they have on family life

All employees working with children and/or or likely to have access to children will be required to attend appropriate safeguarding awareness training courses that will be organised by the council or key partner agencies within Cambridgeshire.

The Council will ensure that it has a comprehensive training programme that meets the requirements of the statutory guidance.

Levels of training will be provided to reflect the level and type of contact which staff have with children and young people. The Council's HR team will maintain a training database which sets out what training is required and records what training staff have received.

All staff who have direct contact with children and young people, or who visit families in their homes will receive basic safeguarding training. This will include, for example, Housing Officers, Housing repairs staff, Housing Benefit and Council Tax visiting staff and Community Development staff

Service designated officers will, in addition, receive designated officer training.

6.6 Safer Recruitment

The Council has policies and procedures in place to help prevent unsuitable people from working with children. Safe recruitment means scrutinising information provided by applicants and referees; taking up and satisfactorily resolving any discrepancies or anomalies; verifying identity and any academic or vocational qualifications; obtaining independent professional and character references; checking previous employment history and experience and that a person has the health and physical capacity for the job; and carrying out a face to face interview that explores the candidate's suitability to work with children as well as their suitability for the post.

All staff who are recruited to work with children or likely to have access to children within their work environment or in the course of carrying out their role will be vetted during the recruitment and selection process to ensure that there are no known causes for concern. All offers of employment where the post holder will be working with, or have contact in the course of their work with, children and young people will be subject to the appropriate level of Criminal Records Bureau (CRB) Disclosure which will be regularly reviewed and updated as necessary. Until these checks have been completed satisfactorily, the member of staff must not work alone with children

but may work under the direct supervision of an existing staff member who has been checked. All recruitment and selection must follow the Council's Recruitment and Selection Policy and Procedures.

Managers who recruit staff who have contact with children and young people will receive Safer Recruitment training and this will be recorded on the training database referred to in 6.5 above.

6.7 Effective inter agency working to safeguard and promote the welfare of children

Working Together to Safeguard Children (2006) and the *Framework for the Assessment of Children in Need and their Families* (2000) set out the Government's guidance on how LAs should work with other local agencies to safeguard and promote the welfare of children. Local Safeguarding Children Boards have local procedures governing how agencies work together to safeguard and promote the welfare of children.

The Council will work with local partners through its membership of the Cambridgeshire Local Safeguarding Children Board and the Cambridgeshire Children's and Young People's Strategic Partnership.

At an operational level, the Coordinating Designated Officer will ensure that good working relationships are built and maintained with the County Council's child protection teams and the Police.

6.8 Information Sharing

The Council will ensure that staff understand how to share information in a way that is both legal and ethical. The cross-Government publication *Information Sharing: Practitioners' Guide* (published in April 2006) provides guidance for practitioners on information sharing covering health, education, social care and youth offending.

Confidentiality is a key issue in safeguarding children. Whilst information generally should not be shared, it must be shared with appropriate agencies to ensure that a child is not left unprotected.

Occasionally there will be a need or requirement to collect and use certain types of information on children. This personal information must be dealt with properly however it is collected, recorded and used – whether on paper, in a computer, or recorded on other material - and there are safeguards to ensure this in the Data Protection Act 1998.

If the Council holds information about families or individuals that is considered to be relevant and essential for other statutory agencies to carry out their statutory safeguarding children responsibilities, this information will be shared with those authorities upon request, in accordance with the duty to assist under Section 27 and 47 of the Children Act 2004.

7. Monitoring and Review

The Council has established a Safeguarding Children Officer Group which meets bi monthly, whose role is to develop and review the policy framework and monitor the effectiveness of these arrangements in meeting the Council's safeguarding

obligations in compliance with the requirements of section 11 of the Children Act 2004. The group will develop an annual action plan, which will be monitored at Safeguarding Children Group meetings.

The Council will adopt statutory and good practice advice on safeguarding children and, through the LSCB, will use the Benchmarking Toolkit of the Eastern Region Children Board to assess its progress. The Toolkit requires self assessment against eight standards with activity against each standard being assessed at one of three levels:

- (+) ie practice which exceeds the requirements
- Effective ie practice which complies with the requirements
- (-) ie practice which falls below the requirements.

The Council carries out this self assessment annually and will aim to achieve at least the Effective level for all eight standards, and to attain the (+) level where realistically achievable.

The Safeguarding Children Officer Group membership is:

- The Safeguarding Children Champion (Chair)
- Named Senior Officer
- Coordinating Designated Officer
- Service Designated Officers

See appendix 3 of the Safeguarding Children's Procedures for details of the role descriptions and names of staff.

Membership will be reviewed annually to ensure adequate cross service representation.

The responsibility for children and young peoples matters on the Council's Executive rests with the Leader of the Council.



South Cambridgeshire District Council

Safeguarding Children Procedures and Guidelines

August 2009

Review Date 2011

Appendix b

Appendix 1

Definitions of Child Abuse

The following definitions of child abuse are taken from 'Working Together To Safeguard Children' (2006), a joint document from the Department of Health, the Home Office and the Department for Education and Skills. A child may suffer or be at risk from more than one type of abuse.

Physical Abuse

Physical abuse may involve hitting, shaking, throwing, poisoning, burning or scalding, drowning, suffocating, or otherwise causing physical harm to a child. Physical harm may also be caused when a parent or carer fabricates the symptoms of, or deliberately induces illness in a child.

Emotional Abuse

Emotional Abuse is the persistent emotional maltreatment of a child such as to cause severe and persistent adverse effects on the child's emotional development. It may involve conveying to children that they are worthless or unloved, inadequate, or valued only insofar as they meet the needs of another person. It may feature age or developmentally inappropriate expectations being imposed on children. These may include interactions that are beyond the child's developmental capability, as well as over-protection and limitation of exploration and learning, or preventing the child participating in normal social interaction. It may involve seeing or hearing the ill-treatment of another. It may involve serious bullying causing children frequently to feel frightened or in danger, or the exploitation or corruption of children. Some level of emotional abuse is involved in all types of maltreatment of a child, though it may occur alone.

Sexual Abuse

Sexual abuse involves forcing or enticing a child or young person to take part in sexual activities, including prostitution, whether or not the child is aware of what is happening. The activities may involve physical contact, including penetrative (e.g. rape, buggery or oral sex) or non-penetrative acts. They may include non-contact activities, such as involving children in looking at, or in the production of, pornographic material or watching sexual activities, or encouraging children to behave in sexually inappropriate ways.

Neglect

Neglect is the persistent failure to meet a child's basic physical and/or psychological needs, likely to result in the serious impairment of the child's health or development. Neglect may occur during pregnancy as a result of maternal substance abuse. Once a child is born, neglect may involve a parent or carer failing to provide adequate food and clothing, shelter including exclusion from home and abandonment, failing to protect a child from physical and emotional harm or danger, failure to ensure adequate supervision including the use of inadequate care-takers, or the failure to ensure access to appropriate medical care or treatment. It may also include neglect of, or unresponsiveness to, a child's basic emotional needs.

1. Procedure for reporting concerns about a child's welfare

This document should be read in conjunction with South Cambridgeshire District Council's Safeguarding Children Policy (and associated appendices).

The following procedure should be adhered to in every case where an incident or incidents of child abuse (including neglect) is suspected or disclosed. If you are concerned or need to disclose knowledge relating to abuse see Appendix 4 for the Action Flowchart.

South Cambridgeshire District Council recognises that some groups, such as disabled children, may be particularly vulnerable to abuse or have difficulties in getting help. Throughout this procedure, the Council will consider the ethnicity, culture, language, religious persuasion, gender and any disability of all parties involved. An interpreter will be used where necessary to ensure appropriate and accessible channels of communication.

Actions

1. Listen to details and take accurate notes, using the Single Agency Referral Form (Appendix 5) if possible. If the complainant is the child him/herself, reassure them they are doing the right thing, allow them to speak freely, listen calmly and do not question. Only trained social workers and police officers may question victims of abuse, and asking too many questions at this stage may jeopardise later investigations. Explain that the matter is serious and that you cannot promise to keep the conversation a secret.
2. If the suspicion / allegation concerns a member of staff, the Named Senior Officer (NSO) should be informed immediately and they will inform the Safeguarding Children's Champion and the relevant Corporate Manager, in addition to contacting Children and Young Peoples Services, (CYPS) and the police as necessary. No other member of staff should be told at this stage. The NSO will maintain contact with the Safeguarding Children's Champion and Corporate Manager throughout this procedure, in order that appropriate internal disciplinary action can be taken, depending on the results of any investigation.
3. If the suspicion or allegation concerns tenants, service users or others, report the matter to the Service Designated Officer (SDO) for your own or another corporate area should they not be available. Please do not delay in reporting.
4. Having considered the information given, the SDO will contact by telephone the Social Care (Children and Families) Duty team for consultation and advice. If it is agreed to refer the case a Single Agency Referral Form (appendix 5) is to be completed. A form needs to be completed for each individual child. If at any point officer is unclear, or feel the case is outside of their jurisdiction, they should confer with the Safeguarding Children's Champion.
5. Securing the immediate safety of the child is paramount. If you believe a child is in immediate danger, with evidence suggesting rape, serious abuse, recent or imminent harm, stay with the child if safe to do so and contact the emergency services and advise your SDO. The SDO should then make a telephone referral. Please see the flow chart on Appendix 4 for contact numbers. The Single Agency Referral forms must be completed as above as soon as practicable.
6. A referral made by telephone must be confirmed by fax within 24 hours.

7. If a referral is made, the Referring Officer will agree with the recipient of that referral at Social Care (CYPS) what the child and parents / carer will be told, by whom, and when if they do not already know. In all cases this must be conveyed in writing to the parent/carer referred within 5 working days.
8. If the Referring Officer does not receive acknowledgement of that referral within 2 working days, s/he must contact Social Care (CYPS) to ensure the information was received and acted upon. S/he should receive immediate faxed confirmation. Should there be no confirmation or feedback, report this to the SDO.
9. The referring staff member must record any allegations or suspicions disclosed and actions taken by them, and send details (including the outcome when this is known) to the Coordinating Designated Officer (CDO). The CDO is responsible for ensuring that records are kept and stored appropriately.

It is the responsibility of the statutory agencies such as Social Care and the Police to investigate child abuse. South Cambridgeshire District Council will not undertake investigations but every member of staff has the responsibility to ensure that each and every suspicion or allegation is acted on and responded to in the correct manner, whether disclosed by a child or expressed by a concerned party. It is possible to discuss concerns with the Social Care Duty team if it is unclear whether action is needed. All information must be as full and factual as possible although it is also recommended that suspicions or instincts should also be reported and discussed with Social Care Duty Team.

Where children or young people are involved in perpetrating abuse, they must be considered both as perpetrators and children in need, and procedures followed for both parties.

2. Record keeping

South Cambridgeshire District Council will maintain clear and accurate records of any allegations or suspicions of child abuse. These will be strictly factual, including specific dates and times of incidents or disclosures, the names of anyone consulted or involved, decision makers and decisions made, and should be signed by the author. These records will be kept in hard copy format only in a secure place with access restricted to Designated Officers and staff directly involved in cases.

All referrals to Social Care must use the Single Agency Referral form and be recorded using a Referral Monitoring form (Appendix 6). The referral monitoring form must be sent to the CDO who will use them to update the monthly reporting log to report to the Safeguarding Children's Champion. The CDO will be responsible for ensuring follow up actions are taken and for the closure of cases.

3. Contact information

The Service (and Coordinating) Designated Officers and NSO will be the South Cambridgeshire District Council primary contacts for the statutory authorities. Wherever possible the consent of the third party will be obtained before any information is shared; if consent is not possible or desirable, however, the information may be shared in the public interest for the protection of the child concerned. South Cambridgeshire District Council will take legal advice in exceptional cases if necessary.

Where members of staff are required to attend Child Protection conferences, they will do so as requested or designate an appropriate member of staff to attend in their place. They should be aware that they would be expected to offer a professional decision as to whether a child's name should be placed upon the Child Protection Register, drawing on their own experience of the family and the information presented on the day. If an officer has not attended a conference before they will be accompanied by a member of staff who has.

Safeguarding Children Roles and Responsibilities

A. SAFEGUARDING CHILDREN CHAMPION

Steve Hampson	Executive Director	Safeguarding Children Champion Tel: 01954 713151 e-mail: steve.hampson@scambs.gov.uk
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Role

A Senior Manager with strategic responsibility for ensuring that the Safeguarding Children Champion responsibilities (as specified below) are carried out effectively within their organisation.

Responsibilities

1. To co-ordinate Section 11 (Children Act 2004) responsibilities within their organisation including:
 - Ensuring senior management commitment to the importance of safeguarding and promoting the welfare of children and young people;
 - Ensuring there is a clear statement of the agency's responsibilities towards children and young people available for all staff;
 - Establishing a clear line of accountability within the organisation for work on safeguarding and promoting the welfare of children and young people;
 - Promoting service developments that takes account of the need to safeguard and promote the welfare of children and young people and is informed, where appropriate, by the views of children, young people and families;
 - Ensuring that training on safeguarding and promoting the welfare of children and young people is in place for all staff;
 - Ensuring effective inter-agency working to safeguard and promote the welfare of children and young people;
 - Ensuring there is an information sharing protocol and that information sharing between agencies is facilitated.
2. To co-ordinate the organisation's annual Section 11 Audit and Review process to the LSCB.
3. To co-ordinate the implementation for the Key Safeguarding Employment Standards, attend regular Safe Employment Implementation Group meetings and to provide regular update reports to the Safe Employment Adviser in relation to progress towards full implementation.
4. To act as or to be a point of reference for the 'names senior officer' for allegations against staff and volunteers.
5. To act as point of reference within an agency in circumstances where a child has died unexpectedly and information is being sought by the LSCB to inform the child death review panel process.

6. To act as single point of contact within the organisation for dissemination of LSCB documents, procedures, leaflets etc.
7. To provide, support, advice and information to the LSCB, for example, in respect of policy development or performance management.

B. NAMED SENIOR OFFICER (NSO)

Susan Gardner-Craig	HR Manager	Named Senior Officer (NSO) Tel: 01954 713285 e-mail: susan.gardnercraig@scambbs.gov.uk
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Summary

A Senior Manager with strategic responsibility for ensuring that the Safeguarding Children Named Senior Officer responsibilities (as specified below) are carried out effectively within their organisation.

Responsibilities

1. Each LSCB partner agency/organisation should have a NSO who has overall responsibility for:
 - ensuring that their organisation acts in accordance with LSCB procedures for dealing with allegations
 - resolving any inter-agency issues;
 - liaising with the LSCB on strategic issues relating to allegations.

Role

1. The name and contact details of the NSO should be readily available within the organisation’s policy and procedures relating to allegations against adults. The NSO should be the first contact point for the person to whom the allegation is made. The NSO then takes the lead in dealing with the allegation within their organisation.
2. The NSO ensures that no investigation is undertaken at this stage. The NSO contacts the Local Authority Designated Officer (LADO) for consultation about the allegation. The decision is then made about how the allegation will be dealt with (e.g. potential police investigation, internal enquiry, etc.). The NSO relays the decision to his/her organisation.
3. The NSO participates in any ensuing Complex Strategy Meetings about the alleged perpetrator and is part of decision-making processes.

Fulfilling the NSO’s roles and responsibilities

1. This will require the NSO ensuring that
 - the organisation’s procedures are compliant with LSCB requirements;
 - the organisation’s staff are aware of the relevant procedures and implement them consistently;
 - the name and contact details of the NSO are readily accessible to staff;

- effective reporting and recording arrangements are in place within the organisation;
- any learning points from particular cases are reviewed and appropriate changes made.

2. The NSO will further be expected to :

- receive a strategic lead and support from within his/her own organisation;
- have access to accurate and relevant information regarding the management of allegations;
- respond in timely fashion to all allegations;
- be the organisation's contact point with the LADO and to work in close cooperation with the LADO;
- contribute positively to the resolution of any inter-agency issues which impede the implementation of LSCB procedures.

C. SERVICE DESIGNATED OFFICER

Helen Brown	ASB Case Worker Community & Customer Services	Service Designated Officer - Community & Customer Services Tel: 01954 713070 e-mail: helen.brown@scambs.gov.uk
Tracey Cassidy	Supported Housing Manager Housing Services	Service Designated Officer - Housing Tel: 01954 713271 e-mail: tracey.Cassidy@scambs.gov.uk
Sue Carter/Heather Wood	Housing Advice and Options Manager Housing Services	Service Designated Officer - Housing Tel: 713044 e-mail: sue.carter@scambs.gov.uk or heather.wood@scambs.gov.uk
Marjorie Veale	Housing Advice and Homelessness Team Leader Housing Services	Service Designated Officer - Housing Tel: 01954 713391 e-mail: majorie.veale@scambs.gov.uk
Alan Clarke	DLO Manager, Waterbeach Housing Services	Service Designated Officer - Housing Tel: 01954 713494 e-mail: alan.clarke@scambs.gov.uk
Jane Lampshire	Sports Development Officer New Communities	Service Designated Officer – New Communities Tel: 01954 713349 e-mail: jane.lampshire@scambs.gov.uk
Maureen Nudds	Home Improvement Agency Manager Health & Environmental Services	Service Designated Officer – Environmental Health Tel: 01954 713330 e-mail: maureen.nudds@scambs.gov.uk

Vacant	Head of Revenues Finance & Support Services	Service Designated Officer – Finance & Support Services Tel: 01954 713110 e-mail:
Katie Brown	Debt Recovery & Rent Collection Team Leader Finance & Support Services	Service Designated Officer – Finance & Support Services Tel: 01954 713109 e-mail: katie.brown@scams.gov.uk
Brian Heffernan	Environmental Protection Team Leader Health & Environmental Services	Service Designated Officer – Environmental Health Tel: 01954 713143 e-mail: brian.Heffernan@scams.gov.uk
Geoff Keerie	Principal Environmental Health Officer Health & Environmental Services	Service Designated Officer – Environmental Health Tel: 01954 713133 e-mail: geoff.keerie@scams.gov.uk
Nigel Blazeby	Team Leader – Planning Planning Services	Service Designated Officer - Planning Tel: 01954 713165 e-mail: nigel.blazeby@scams.gov.uk
Melissa Reynolds	Team Leader – Planning Planning Services	Service Designated Officer - Planning Tel: 01954 713237 e-mail: melissa.reynolds@scams.gov.uk

Role:

A Designated Officer has responsibility for ensuring that their Safeguarding responsibilities (as specified below) are carried out effectively within their service.

Responsibilities:

The designated person takes responsibility for the overview of child protection cases. Because of the 'jigsaw' nature of child protection work, it is important that the designated person can keep clear up-to-date records and be able to co-ordinate any information that is received from staff/volunteers and other sources. Confidentiality is important and fine judgements are necessary in many cases to assess what the staff/volunteers as a whole need to know and what needs to be kept confidential for the sake of the child and the family in line with Data Protection and Information Sharing Protocols.

The following are duties that a designated person is expected to undertake:

- Ensure that all staff, including volunteers, feel equipped to handle a disclosure and that everyone is clear about the need to pass on ‘nagging doubts’.
- Design contingency plans for times when both you and other designated personnel might not be available.
- Liaise with Social Care Children’s Services and/or the Police (and/or any other appropriate agencies e.g the Child Protection Review Manager) as necessary to safeguard the welfare of children.
- Represent your setting in Inter-Agency working.
- Work with your staff to reinforce appropriate lone working procedures for the children in your care.
- Ensure that you have access to opportunities to further your own knowledge and keep up to date.
- Gather information from relevant sources to prepare reports for children, as required, whose cases are going to a child protection conference.
- Gather information from all relevant sources to contribute to an assessment at Core Group meetings/Children in Need meetings. Co-ordinate the implementation of any aspects of the Child Protection Plan/Child in Need Plan to which you have agreed.

D. CO-ORDINATING DESIGNATED OFFICER

Anita Goddard	Housing Services Manager	Coordinating Designated Officer Tel: 01954 713040 e-mail: anita.goddard@scambsgov.gov.uk
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Role

There will be one co-ordinating officer for the Council whose role is to provide a co-ordination role and specifically to –

- Collate and monitor all referrals made to social care
- Report monthly to the Safeguarding Children Champion on referrals made and any concerns
- Take a lead role on an annual self-assessment.

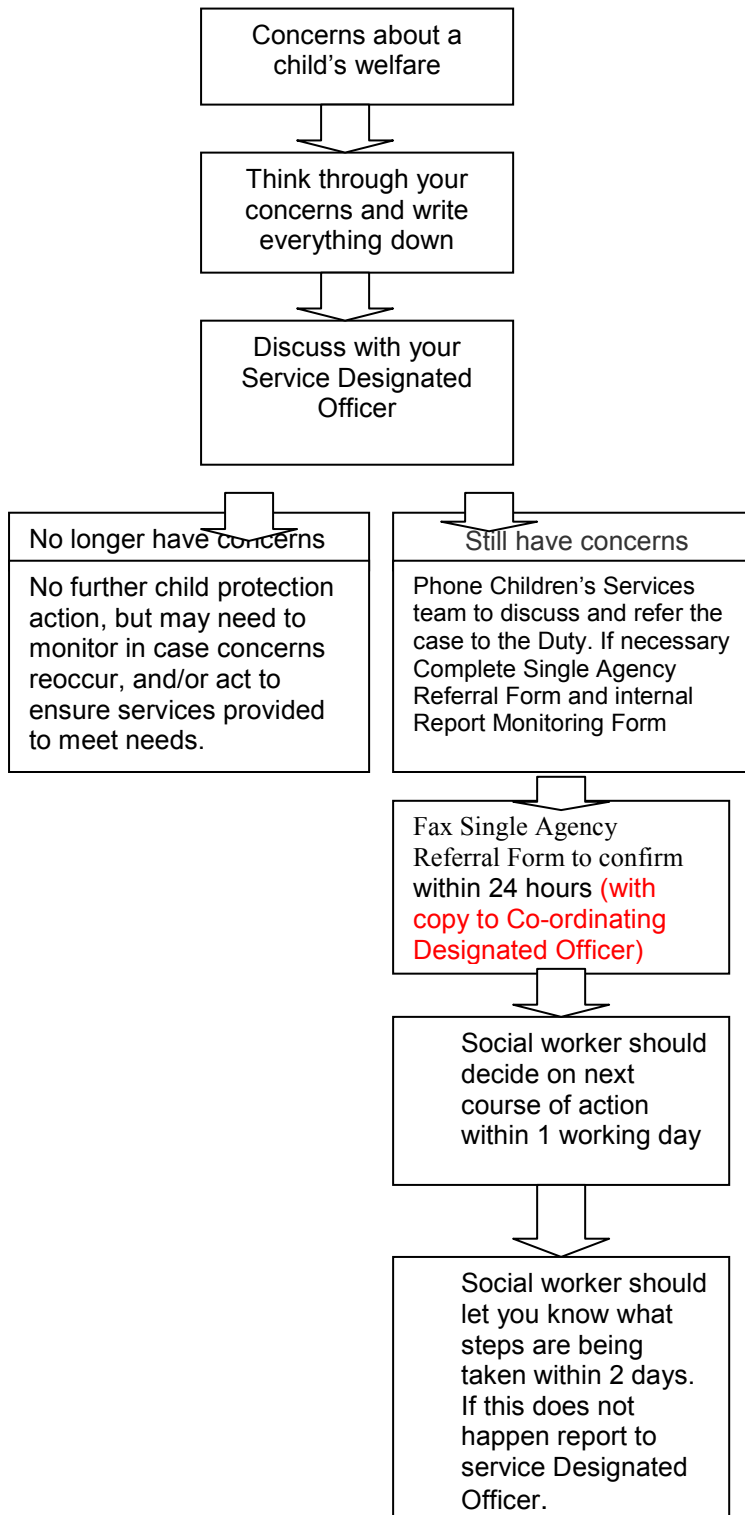
Responsibilities

- Read and be familiar with the contents of the Cambridgeshire Local Safeguarding Children’s Board (LSCB) Child Protection Procedures (available to download from www.cambslscb.org.uk. Make sure there is at least one copy of each document in your establishment and that it is kept in a central place so that all staff/volunteers have access to it as necessary. Ensure it has up-to-date information about local services (including telephone numbers)
- Keep child protection records in a locked cabinet, separate from children’s other records. These records are only accessible to designated personnel within the Council.

What to do if you're worried a child is being abused: Guidance to be followed by South Cambridgeshire District Council staff

A FLOW CHART FOR REFERRAL

NOTES



What have you seen? What have you heard directly or from others?

You and your line manager/team leader should proceed with the process on this chart without delay. However, if you need further advice you can contact the Designated Officer for your service.

Referral should include:

- details of the child and family (if known)
- info about communicating with them (language spoken, disability etc)
- your concerns – what you have seen etc
- what you have done
- whether the parent(s) or carer(s) are aware of your referral, and what you have told them.

You should contact the Childrens Services team on 01223 718011 or 08450 455203 (Mon – Sat 8am to 8pm) or outside these hours to the Emergency Duty Team on 01733 234724 Fax: 01480 376748

APPENDIX 5

SINGLE AGENCY REFERRAL FORM

Please use Single Agency guidance

Referral to: Date:

Please note that you only need fill out those sections that are applicable

Child/Young Person's Details					
Surname:		First Name:		AKA/previous names:	
Male	Female	Unknown	Date of Birth or EDD:		
Address:			Contact Tel. No:		
			E-mail Address:		
			(Include one of these ID's if available)		
			One ID:		
			NHS No:		
			School/Education UPN:		
Preschool/Nursery/School Attended/Employment Details:			GP:		
			Tel No:		
SEN status:		School attendance?		Does the child have a Child Protection Plan?	
Levels of attainment:					
Does the child have a disability? If so, please describe:			Is the child looked after?		
Name(s) of parents/carer or other significant adult:			Parents/carer's address (if different from above):		
Child/Young Person's Ethnicity					
Child's ethnicity (including Traveller status)					
Child's first language		Second language		Parent/Carer's First Language	
Are there any additional communication needs?					
Religion:			Child's Nationality:		
Home Office Registration No:			Date of arrival in UK (if relevant):		

Reason for referral:

Desired timescale/outcome:

What support or strategies prior to referral have been implemented?

Other Agencies child/young person has previously/simultaneously been referred to

Agency	Contact Details	Date Referred	Outcome

Additional Information (including risk or details of other significant Adults)

Referrer:	Agency & Address:	Tel No:
		Email:
Signature of Referrer:	_____	Date:
Line Manager: <i>(if appropriate)</i>		
Signature of Line Manager:	_____	Date:

If this form is being filled out electronically please ensure that the consent to share information as part of the referral is recorded within your own systems.

Consent for information sharing to support this referral

- ◆ We/I understand the information that is recorded on this form and that it will be shared and used for the purpose of providing services to the child/young person
- ◆ We/I give consent to the involvement of the identified Service
- ◆ We/I are/am aware of this referral

Parent /Carer: <i>(if appropriate)</i>		
Signature of Parent/Carer:	_____	Date:
Child/Young Person: <i>(if appropriate)</i>		
Signature of Child/Young Person:	_____	Date:



Name	Address	Child/rens name and date of birth	Date of referral	Date of feedback
Reasons for referral:				
Referral Source:				
Date	Action			

Safeguarding Children Report Monitoring Form

SOUTH CAMBRIDGESHIRE DISTRICT COUNCIL

REPORT TO: Leader and Cabinet

10 September 2009

AUTHOR/S: Chief Executive

GENDER EQUALITY SCHEME AND RACE EQUALITY SCHEME**Purpose**

1. To recommend that Cabinet adopt the new Gender Equality Scheme (**Appendix 1**) and revised Race Equality Scheme (**Appendix 2**), attached to the report.
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 raises new issues of policy, or is made in the course of developing proposals to amend the policy framework, or 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.

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

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 Local Strategic Partnership (LSP) and Cambridgeshire Together (formerly LAA). Equality and diversity will be an area of focus for the Comprehensive Area Assessment (CAA).
4. The 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.
5. As a listed public body, South Cambridgeshire District Council must comply with the statutory duties enshrined in the:
 - Race Relations Amendment Act (2000)
 - The Equality Act (2006)

Implications

6.	Financial	There is a dedicated Equality and 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, <i>adverse publicity and effect on reputation.</i>
	Equal Opportunities	The Gender and Race Equality Schemes are based on the idea of equal life chances and helps local authorities to develop an equal society for the community, which it serves.

Consultations

7. The current drafts of the Gender Equality Scheme and the Race Equality Scheme have both been updated following a 12-week period consultation period, which concluded on 26 July 2009. The Equality and Diversity Steering Group have since endorsed the equality schemes.
8. The Housing Portfolio Holder endorsed the new Gender Equality Scheme and revised Race Equality Scheme on 11 August 2009 and agreed to recommend that Cabinet adopt the equality schemes in September 2009.

Effect on Strategic Aims

9.

Commitment to being a listening council, providing first class services accessible to all.
The Gender and Race Equality Schemes will directly contribute to the achievement of this strategic aim, demonstrating that it is seeking and listening to the views of all residents and providing first class services to all.

Conclusions/Summary

10. The Equality Schemes align with the commitments set out in the Comprehensive Equalities Policy 2009 -2012.
11. An Equalities Implementation Work Programme has been developed to meet the commitments outlined in the Comprehensive Equalities Policy. It addresses the most

important things, which must be delivered, focusing particularly on compliance with statutory requirements. Key milestones include:

- Cabinet adopt a new Gender Equality Scheme in September 2009
- Cabinet adopt a new Race Equality Scheme in September 2009

Recommendation

12. It is recommended that Cabinet adopt the new Gender Equality Scheme and revised Race Equality Scheme in September 2009.

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

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

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**South
Cambridgeshire
District Council**

Gender Equality Scheme 2007 - 2010

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1. Introduction and Context

The Sex Discrimination Act 1975 (SDA) offers protection to both men and women against discrimination and makes discrimination unlawful in employment, vocational training, the provision of goods, services and facilities, the management and letting of premises and the exercise of public functions. It also covers discrimination on the grounds of a person being married, in a civil partnership or on the grounds of gender reassignment. In 1999, the Sex Discrimination Act (Gender Reassignment) Regulations came into force, which protects the rights of transsexual and transgender people.

The Gender Equality Duty was introduced through the Equality Act 2006 and aims to make gender equality a priority amongst all public authorities in the UK. The duty requires that public authorities are legally required to eliminate unlawful discrimination and harassment and promote equality of opportunity between men and women.

South Cambridgeshire District Council is fully committed to eliminating gender inequality and promoting equality between women and men. We recognise that there are gender differences in people's life chances, what services they gain access to and the types of jobs they do. We also know that other equality issues such as race, disability, religion or belief, sexual orientation and age also affect people's lives and that a "one size fits all" approach is not the answer.

The Council's gender equality scheme will show how we intend to fulfil the specific duties relating to the Gender Equality Duty and will outline our gender equality objectives.

The scheme will help transform our services and policies and make sure that the different needs of men and women are better understood and that transgender issues are also taken into account. It will help to ensure that our services are better targeted and will lead to improved customer satisfaction and better staff recruitment and retention.

2. About South Cambridgeshire

2.1 Population

South Cambridgeshire covers approximately 90,168 hectares and is the second largest district in Cambridgeshire. It consists of 102 villages and has a total population of 130,108 (Census 2001). The district completely surrounds Cambridge City.

It shares its boundaries with Huntingdonshire, Fenland and East Cambridgeshire on the northern part of its boundaries. In the south the district has boundaries with Bedfordshire, Hertfordshire, Essex and Suffolk. Three rivers: the River Cam, the River Granta and the River Rhee run through the district. It is relatively rural with all the population living in villages or rural area – there are no towns in South Cambridgeshire. Sawston is the largest village with approximately 7,000 people.

	South Cambridgeshire	East of England	England
2001 Population: all people (persons)	130,108	5,388,140	49,138,831
2001 Population: Males (persons)	64,454 (49.54%)	2,638,335 (48.97%)	23,922,144 (48.68%)
2002 Population: Females (persons)	65,654 (50.46%)	2,749,805 (51.03%)	25,216,687 (51.32%)

As reflected in the national figures South Cambridgeshire has a slightly higher female population than male. The difference in populations is however smaller in South Cambridgeshire than across the region or nationally.

2.2 Employment

South Cambridgeshire District Council employs around 500 people across a wide range of service areas. As of March 2008, the South Cambridgeshire District Council workforce was split fairly evenly in terms of gender (50.2% male and 49.8% female).

There are predominantly more men in the following service areas: ICT, Housing Repairs, Environmental Health and Waste Management. Women make up a higher proportion of the workforce in Revenues and Benefits, general administration and Sheltered Housing.

2.3 Life Expectancy

The life expectancy for a man in South Cambridgeshire is 80.4 years and for a woman it is 84.4 years.

South Cambridgeshire has a higher than average life expectancy for both men and women compared to the rest of Cambridgeshire and the UK. The average life expectancy for a man in Cambridgeshire is 79 years and for a woman it is 82.9 years. The national average for a man is 77.7 years and for a woman is 81.8 years.

2.4 Transgender and Transsexual Community

According to the Terence Higgins Trust, when people are described as transgender this suggests someone who feels that some aspect of the sex and gender they were born with does not fit who they feel they really are. When people are described as transsexual this is usually used to describe a person who feels that they were born the 'wrong' sex, and who identifies with and would like to be accepted as a member of the opposite sex. Many transsexuals want to change physically and do undergo sexual reassignment to change their bodies so that they are the sex they feel is right for them.

No local data is available on the Transgender community in South Cambridgeshire. However, a national survey was carried out in 2001 (Employment Discrimination and Transsexual People Survey) and the results highlighted just how little had been done to raise the profile of Transgender issues.

The Survey revealed that the majority of employers were failing to include gender in their anti-discriminatory policies and no training was being provided to staff on the issues surrounding gender identity.

Many transsexual employees found that they were often victims of abuse and even physical violence from other employees and were often discriminated against during recruitment, promotion, remuneration and in respect to other company benefits. Many companies failed to inform employees that discrimination against transsexual people would not be tolerated and as such many transsexual employees had been forced to leave their jobs due to difficult working conditions.

As well as being afforded protection from discrimination and harassment in employment and vocational training, a further change to the law on 21st December 2007 ensures that people who identify, as transsexual will also have their rights protected in the provision of goods and services.

3. Aims of the Scheme

3.1 The Purpose of the Gender Equality Scheme

The Equality Act 2006 created the Gender Equality Duty for the public sector. The Gender Equality Duty has two parts to it, the “general” duty and the “specific” duty. The general duty places a legal duty on the Council:

- To eliminate unlawful discrimination and harassment
- To promote equality of opportunity between men and women

To help meet its general duty, the Council, like most other public bodies covered by the duty, has a specific duty to:

- Produce a Gender Equality Scheme identifying its gender equality goals and actions to meet them, in consultation with employers and stakeholders
- Monitor and review progress
- Review the Scheme every three years
- Develop, publish and regularly review an equal pay policy, including measures to address promotion, development and occupational segregation
- Conduct and publish equality impact assessments of all major policy developments, and publish its criteria for conducting such impact assessments

The purpose of this Scheme is therefore to:

- Show how we intend to mainstream gender equality in all areas of the Council’s work
- Meet and go beyond our legal duties in making gender equality a reality
- Set out our priorities on how we intend to tackle gender inequality, eliminate discrimination and promote equality of opportunity between women and men and for individuals undergoing or who have undergone gender reassignment

3.2 South Cambridgeshire District Council Priorities

3.2.1 Eliminate Unlawful discrimination and harassment

South Cambridgeshire District Council aims to eliminate discrimination and prevent harassment to any employee or service user on the grounds of gender or gender reassignment in the following way:

- We will seek to encourage applications from male, female, transgender and transsexual members of the population when we are recruiting
- We will educate our staff in gender and transgender issues to eliminate discrimination and harassment.

- We will ensure that women, men and transgender employees feel supported and are confident in our procedures and policies.
- We will ensure that all service users have an equal access to our services and facilities.

3.2.2 Promote Equality of Opportunity

South Cambridgeshire District Council aims to promote equality of opportunity to male, female and transgender service users and employees in the following way:

- We will carry out Equality Impact assessments in all new and existing policies, functions and services.
- We will embed gender equality in our corporate aims, approaches and actions.
- We will ensure that all employees receive equal pay for equal responsibilities

3.2.3 Addressing Domestic Violence

Under the Gender Equality Duty, local authorities and other relevant public bodies will need to examine to what extent their services meet the needs of women and men, and pay due regard to those needs. This includes domestic violence and sexual bullying, violence and exploitation. Cabinet has made a commitment to direct resources towards our priorities within the Community Safety Strategy, particularly addressing domestic violence in the following ways:

- South Cambridgeshire District Council is a member of the Independent Domestic Violence Advocacy Service, which is a county-wide initiative funded by the Local Area Agreement (LAA)
- Rape Crisis Service based in Cambridge
- Cambridgeshire sexual behaviours service, which is run by Cambridgeshire County Council
- South Cambridgeshire and Cambridge City Domestic Violence task group, which is chaired by a South Cambridgeshire District Council housing manager
- Part of multi agency work to address high risk cases (known as MARAC)
- South Cambridgeshire District Council provides a directory of services for victims of domestic violence
- South Cambridgeshire District Council funds annual training and awareness events for victims of domestic violence
- A Sexual Assault Referral Centre (SARC) will shortly be opening in Peterborough, which will provide a service for the whole of Cambridgeshire.

- There are also a number of specialist services for children and young people as well as specific services, which are available through our housing options and advice service.

In addition to the above services, specially trained staff at South Cambridgeshire District Council offices in Cambourne are on standby to help residents who have experienced or witnessed a hate crime including domestic abuse.

South Cambridgeshire District Council has joined with Cambridgeshire Constabulary to support their anti-hate crime 'Open Out' initiative and is one of over a hundred easily accessible places across the county where victims and witnesses of hate crime can report what's happened to them in complete confidence. South Cambridgeshire District Council staff are available to take reports from victims or witnesses of hate crime including domestic abuse Monday - Friday, 9am - 5pm at the council's Cambourne offices.

4. Achieving Gender Equality through Service Delivery

Equality and diversity are seen as central to the provision of all Council services. In order to ensure that services are accessible to women and men the Council will:

- Monitor the satisfaction and take up levels of services by gender
- Assess whether there is an adverse impact by gender in the provision of a service or planned service
- Take positive action to address any inequality, disadvantage or discrimination
- Encourage women and/or men to use our services where evidence shows that either gender have a low level of take up of particular services
- Regularly communicate information to the public
- Consult on service changes, developments and initiatives

5. Consultation and Engagement

5.1 Collection of data

One of the duties that must be carried out by any public sector authority is the gathering of information on the effects of its current policies and practices on men and women in employment, those that use its services and also its general performance.

The Council will gather this information in the following ways:

- Staff and Member surveys
- Customer Satisfaction surveys
- Equality Impact Assessments
- Staff and Member Workshops
- External Stakeholder workshops
- Complaints and Compliments forms
- Equality and Diversity Steering Group
- Staff Statistics and Recruitment Monitoring Forms

5.1.1 Staff Surveys

A staff survey is generally carried out every two years and asks a range of equality and diversity questions as well as employees general opinions and experiences about their jobs and feelings towards the Council as an employer.

The last staff survey was carried out in April 2008. The main concerns raised by this survey in terms of gender equality was the fact that 47% of women felt that not all employees were treated fairly compared to only 35% of men. Any impact as a result of the gender equality scheme is expected to be reflected in future staff surveys.

5.1.2 Customer Satisfaction Surveys

Most services within the Council carry out regular customer satisfaction surveys. It is important that these surveys are analysed in terms of gender equality and any results are actioned upon accordingly.

5.1.3. Equality Impact Assessment

As part of the Council's continuing commitment to Equality and Diversity we are carrying out Equality Impact Assessments on all our new and existing policies and procedures. We aim to reach Level 2 of the Local Government Equalities Standard by June 2009. This requires us to carry out Equality Impact Assessments on all policies, taking account of all six equality strands.

5.1.4 Staff and External Stakeholders Workshops

We will run a series of workshops for both staff and external stakeholders to consult on our current policies and procedures. This will enable us to get opinions about

existing practices and ensure that any gender equality scheme takes these opinions into account.

5.1.5 Complaints and Compliments

Complaints will be monitored to make sure that there are no complaints based on gender discrimination. If gender inequality issues are picked up through the monitoring of complaints forms these issues will inform the scheme and subsequent action planning, with a view to reducing and eliminating the need for complaints on the grounds of gender inequality.

Monitoring Compliments forms may provide valuable feedback on progress and actions taken to eliminate gender inequality or gender discrimination. These findings will inform the schemes review process.

5.1.6 Equality and Diversity Steering Group

South Cambridgeshire District Council has a very active Equality and Diversity Steering Group that is helping to shape the Council's policies on equality and diversity. The Steering Group will be heavily involved in the monitoring and evaluation of the scheme to ensure that it continues to reflect the Gender Equality Duty and provides up to date guidelines for staff and service providers to follow.

5.1.7 Staff Statistics and Recruitment Monitoring Forms

In order to monitor the impact of its employment practices in gender equality the council will regularly monitor the following information:

- Recruitment / retention and development (promotion & training) of men and women
- Proportion of men and women in posts at all grades
- Proportion of men and women who leave
- Proportion of men and women who benefit or suffer detrimentally as a result of their appraisal
- Men and women involved in grievance and disciplinary procedures

5.2 Consultation

The Council is committed to carry out consultation on the scheme with both employees and service users. Any scheme will be passed to South Cambridgeshire District Council's Equality and Diversity Steering Group for consultation and comment before it is released. External consultation will take place with relevant organisations, community groups and agencies to gain meaningful input and feedback to the development and review of the scheme.

6. Monitoring and Evaluation

This Scheme will be reviewed every three years. The Action Plan will be reviewed every year. Progress on the Scheme and Action Plan will be reported to the Equality and Diversity Steering Group, Chief Officers, Executive Management Team and Cabinet on an annual basis.

7. A Gender Equality Vision – An outcome focused approach

For the Council to achieve its gender equality vision, actions need to be outcome focused. The list below of desired long-term outcomes has helped to inform the development of the action plan:

- Men and women making better use of the service their gender had previously under-used.
- Service users feel they are receiving more accessible services that are better tailored to their needs
- Men and women feel effectively engaged in decision and policy making around issues that have a direct affect on them
- Barriers to access appropriate and supportive services as well as recruitment and retention of transsexual staff have been identified and removed
- Men and women are represented at all levels of the work force and in all areas of work
- Staff are aware of the gender duty and understand how it affects their work
- The Council is aware of the needs of staff with caring responsibilities and the business case for flexible working policies.

8. Action Plan

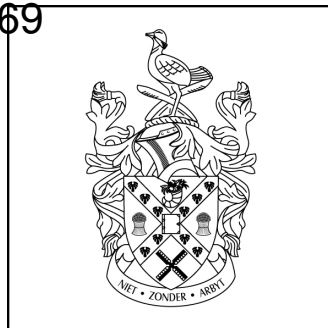
This Action Plan will be implemented over a three-year period. During the first year of the plan the Council will consolidate and build on gender related information and raise awareness of the Scheme. During the second year of the plan we will focus on utilising gender related information to further develop the Action Plan. The third year of the plan will focus on implementation and the completion of an evaluation of the scheme.

Gender Equality Scheme 2007 - 2010		
Tasks	Timescale	Lead Officer
ACTION 1: Develop a greater understanding within the organisation of gender equality issues and the Gender Equality Scheme		
All staff to receive equality and diversity awareness training, including gender and transgender awareness and gender related issues	In progress	Equality and Diversity Officer & HR Officer
All members to receive equality and diversity awareness training, including gender and transgender awareness and gender related issues.	In progress	Equality and Diversity Officer & Democratic Services Manager
The Gender Equality Scheme to be included in equality and diversity training/induction for all staff	December 2010	Equality and Diversity Officer & HR Officer
The Gender Equality Scheme to be included in equality and diversity training/induction for all members	March 2010	Equality and Diversity Officer & Democratic Services Manager
Raise awareness of and participate in gender related events such as International Women's Day, March 8 th of each year and International Men's day, November 19 th of each year.	Annually	Equality and Diversity Officer
ACTION 2: Ensure improvements in performance by mainstreaming of gender equality		
All new and existing policies and procedures to incorporate an Equality Impact Assessment that	In progress	Equalities Project Officer

Gender Equality Scheme 2007 - 2010		
Tasks	Timescale	Lead Officer
will include gender		
Develop an action plan to address any gender equality issues raised by the EqIA process	In progress	Equalities Project Officer
ACTION 3: Complete the Equal Pay Review		
Conduct Equal Pay Review	March 2010	Head of Human Resources
Develop a programme of actions to rectify any gender based pay gaps/s and grading arrangements	March 2010	Head of Human Resources
Produce guidance to ensure improved recording of information on pay to enable effective comparison between jobs	March 2010	Head of Human Resources
ACTION 4: Continue to develop the Council's performance management framework and develop meaningful indicators in respect of gender equality		
Develop targets and local performance indicators in respect of gender equality	Completed	Head of Human Resources
All Service Plans to include meaningful gender specific objectives and targets in respect of service delivery and employment	March 2010	All Corporate Managers
ACTION 5: Contribute to a partnership approach to address gender equality in the District		
All key partnerships will be encouraged to include gender related objectives in business plans for all appropriate areas of work.	March 2010	Partnerships Manager
Identify relevant local groups, organisations and agencies working with a gender equality focus	Completed	Equality and Diversity Officer

Gender Equality Scheme 2007 - 2010		
Tasks	Timescale	Lead Officer
ACTION 6: Develop good practice in relation to flexible working policies and work life balance.		
Review and develop flexible working policies	March 2010	Head of Human Resources
Identify the barriers to part-time working and job sharing possibilities with a view to removing such barriers wherever possible.	March 2010	Head of Human Resources
ACTION 7: Ensure employment practices and policies identify and respond to all forms of gender stereotyping and discrimination including the identification of barriers to the retention and recruitment of transsexual staff		
Audit all HR policies to ensure that they cover the needs of transsexual and transgender employees	March 2010	HR Officer
Relevant employment policies identified for completion of Equality Impact Assessment	In progress	Equalities Project Officer
Promote positive gender role models and 'non-traditional' jobs through the Councils website, targeted publications, job fairs etc (such as female engineers and technicians and male care workers)	March 2010	Communications Manager
ACTION 8: All corporate mechanisms for consultation to include appropriate questions/analysis in relation to gender		
All forms of corporate consultation identified and a timeline for inclusion of appropriate gender related questions included	March 2010	Equality and Diversity Officer & Partnerships Manager

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**South
Cambridgeshire
District Council**

Race Equality Scheme 2008 - 2011

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1. Introduction and Context

1.1 The Legal Context

The Race Relations (Amendment) Act 2000 strengthens the Race Relations Act 1976, by making public authorities subject to the RR(A) A when carrying out all its purposes. The RR(A)A also places a legal General Duty on public authorities that in carrying out all their purposes to have a due regard to

Eliminate unlawful discrimination

Promote equality of opportunity; and

Promote good race relations between people of different racial groups

The General Duty is supported by a series of specific duties one of which is that public authorities produce a Race Equality Scheme.

A Race Equality Scheme shall state, in particular:

- those of its functions and policies, or proposed policies, which have been assessed as relevant to its performance of the duty imposed by section 71(1) of the Race Relations Act; and
- arrangements for:
 - assessing and consulting on the likely impact of its proposed policies on the promotion of race equality
 - monitoring its policies for any adverse impact on the promotion of race equality
 - publishing the results of such assessments and
 - ensuring public access to information and services which it provides
 - training staff in connection with the duties imposed by section 71(1) of the Race Relations Act

The specific duties also include a duty to monitor by ethnic group all employees, and all applicants for jobs, promotion and training. An organisation has to monitor the number of employees from each ethnic group who:

- receive training
- benefit or suffer disadvantage as a result of performance assessment
- are involved in grievances
- have disciplinary action taken against them
- end employment with the authority

If monitored properly, the above data will enable employers to determine whether or not people from certain racial groups are at a greater disadvantage than others and take remedial action.

In 2003, the Government introduced the Race Relations Act 1976 (Amendment) Regulations 2003, which incorporates the European Union Race Directive into UK Law by making changes to the Race Relations Act 1976. The new regulations introduced new legal definitions of harassment and discrimination; a new legal burden of proof in tribunal or court cases concerning racial discrimination or harassment; and a new exception from the prohibition to discriminate in employment where being of a particular race is a genuine and determining requirement for the job in question.

1.2 What is a Race Equality Scheme

The Council's Race Equality Scheme is effectively a strategy and an action plan that summarises the Council approach to race equality. Under the Race Relations (Amendment) Act 2000, public authorities have a legal General Duty to promote race equality. The point of its duty is to ensure that race equality is fundamental in the way public authorities' work, by putting it at the centre of strategic development, service delivery and employment practices. The Council's Race Equality Scheme shows how the authority intends to fulfill its legal General Duty under the Act.

The primary purpose of this scheme is to set out the race equality objectives we will be focusing on over the next three years.

The scheme also:

- Sets out our intentions to make race equality a reality for people accessing our services, seeking job opportunities and who are currently employed with the Council
- Fulfils our legal responsibilities
- Highlights some of the work we have undertaken and the progress we have made to promote race equality
- Informs people of our responsibilities and what we expect of them. This includes residents, elected members, managers, staff, our partners in the public, voluntary and private sectors
- Explains how race equality is integrated into the planning of our services and performance management systems
- Provides information about our consultation and engagement, monitoring and training arrangements, and
- Presents progress on current performance.

1.3 The South Cambridgeshire Context

South Cambridgeshire covers approximately 90,168 hectares and is the second largest district in Cambridgeshire. It consists of 102 villages and has a total population of 130,108 (Census 2001). The district completely surrounds Cambridge City.

It shares its boundaries with Huntingdonshire, Fenland and East Cambridgeshire on the northern part of its boundaries. In the south the district has boundaries with Bedfordshire, Hertfordshire, Essex and Suffolk. Three rivers: the River Cam, the River Granta and the River Rhee run through the district. It is relatively rural with all the population living in villages or rural area – there are no towns in South Cambridgeshire. Sawston is the largest village with approximately 7,000 people.

BY ETHNIC GROUP	Total	Percentage
White British	121,378	93.29%
White Irish	1,072	0.82%
White – Other	3,844	2.95%
Mixed – White and Black African	141	0.11%
Mixed – White and Black Caribbean	239	0.18%
Mixed – White and Asian	420	0.32%
Mixed – Other mixed	338	0.26%
Asian or Asian British – Indian	665	0.51%
Asian or Asian British – Pakistani	173	0.13%
Asian or Asian British – Bangladeshi	62	0.05%
Asian or Asian British – Other Asian	228	0.18%
Black or Black British – Black African	233	0.18%

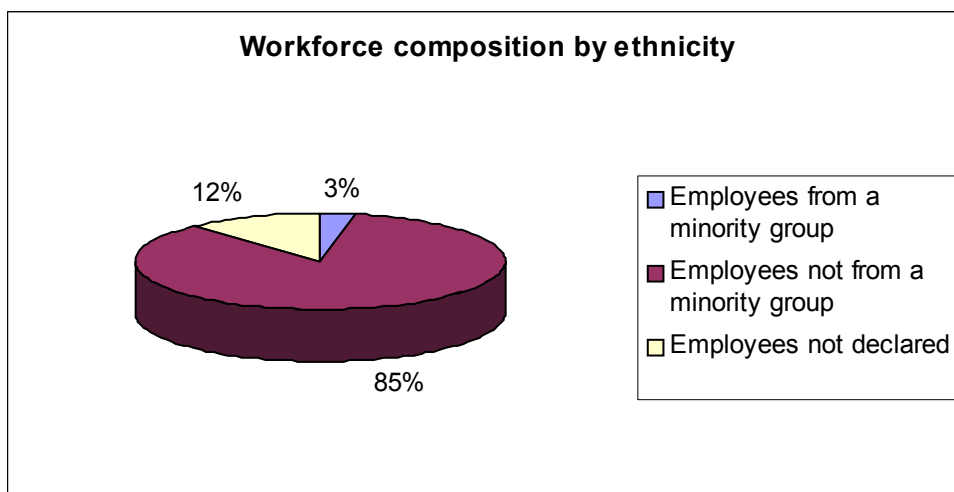
Black or Black British – Black Caribbean	229	0.18%
Black or Black British – Other Black	93	0.07%
Chinese	545	0.42%
Other Ethnic Group	438	0.34%
Total	130,098	
Total White	126,294	97.08%
Total non-White	3,804	2.92%

(Note: Figures rounded to 2 decimal places)

The 2001 Census data showed that in South Cambridgeshire 93.29% of the population were White British, a further 3.77% were White Irish and White Other, with just over 3,800 people identified as from minority ethnic groups. The largest identified minority ethnic groups were Indian, Chinese, and Other Ethnic group which overall represent around 1% of the population.

Gypsies & Travellers were not separately identified in the Census, but the Cambridge Area Travellers Needs Assessment of 2005 estimated their population in the county at just over 6000, making them Cambridgeshire's largest single minority ethnic group. The estimate for South Cambridgeshire was 1,330, about 1 percent of the overall population, and, after Fenland, the second highest level in the county. The majority of Gypsies and Travellers in the district (90 %) are transient rather than 'housed'.

The council collects information regarding employee ethnicity through the job application process, and this information was supplemented in 2007 through a staff survey. As of 31 March 2008, 16 members of staff declared themselves to be from a minority ethnic group, with 60 employees choosing not to answer.



2. SCDC Race Equality Scheme 2005 – 2008 Review

Main Achievements 2005 – 2008

2.1 Eliminating Unlawful Discrimination

- Staff made aware of the Council's policy and procedures and on their roles and responsibilities in relation to race equality.
- Members made aware of their responsibilities and Commission for Racial Equality [CRE] good practice in relation to race equality.
- The CRE's good practice guidance for journalists on reporting race issues was included in an updated version of the Council's Media Pack
- Developed a proofing system to ensure the Council's South Cambs Magazine avoided any potential sensitivities in relation to race equality issues.

2.2 Promoting Good Race Relations

- Continued to liaise with occupants of Traveller encampments to try to find them alternative, acceptable locations and to comply with planning law.
- Provided information on audio tape for Travellers and other ethnic minority communities as requested.
- Worked with Active Sport and other councils in Cambridgeshire to identify ways to address the needs of ethnic minorities in rural areas.
- Assisted the Ormiston Trust / Cambridgeshire Travellers Initiative with the release of a CD providing independent advice for Travellers on the planning process.
- Publicised the availability of translation and interpreting services via South Cambs magazine.
- Facilitated information sharing between SCDC Officers working particularly closely with ethnic minority communities in order to raise awareness of the wider range of services available to Black and Minority Ethnic (BME) groups.
- Gained Council approval to sign up to the Declaration on Fair Trade.
- Supported the Romany Theatre Company's production of 'Our Big Land' in Girton
- Took an active part in Cambridgeshire County Council Inter-Cultural Day in Cottenham.
- Co-ordinated the Council's involvement in meetings with community leaders in Cottenham and CRE re: Smithy Fen Travellers sites.
- Ran workshops for Councillors on addressing the needs of Travellers and the wider community

- Raised awareness of Councillors of the CRE Safer Communities Initiatives briefing on Gypsies and Travellers
- Launched the district-wide Traveller Liaison Forum
- Arranged an awareness raising workshop at a local school run by the Romany Theatre Company
- In partnership with other agencies arranged and publicised a second Romany Theatre Company production to raise awareness amongst the wider community regarding Traveller culture, traditions and ways of life.
- Held consultation events for parish councils as part of the preparations for a Development Plan Document on future Traveller site provision.
- Ensured the duty to promote race equality and good race relations and issues relating to Gypsies and Travellers were written into service level agreements with voluntary and community organisations which receive grant aid funding from the Council.

2.3 Developing Policies and Strategies – Mainstreaming Race Equality

- Updated guidance for report writing on specific issues to be addressed in the 'equal opportunities implications' section of relevant Cabinet and Committee reports
- Carried out an update of service compliance with the Race Relations Act General Duty as part of the annual service planning process.

2.4 Monitoring and Mainstreaming Data

- Updated and introduced new ethnic monitoring categories and began monitoring in the following areas:
 - Service satisfaction surveys and service usage monitoring
 - Council housing application form
 - All existing council tenants
 - Existing benefit claimants
 - Homelessness monitoring form
 - SCDC recruitment
 - Compilation of monitoring figures relating to attendance at food hygiene and health and safety courses.

2.5 Consultation

- Held twice yearly meetings with trade unions to discuss equality issues.

- Consultation framework established with Ormiston Children and Families Trust and other relevant community groups on strategies being developed.
- Undertook customer satisfaction surveys.

2.6 Publishing Results and Access to Information

- Featured an article in the South Cambs Magazine about issues affecting Travellers.
- Presented the final report for South Cambridgeshire of the Traveller Housing Needs Survey to the Cabinet.
- Developed the Race Equality pages on the Council web-site and kept them updated.
- Highlighted the Race Equality Scheme in the Council's Performance Plan.
- Featured an article on the Race Equality Scheme in the South Cambs magazine.
- Consulted the Ormiston Children and Families Trust on ways to improve how the Council provides information to Travellers.

2.7 Training

- Provided Traveller cultural awareness training for Cabinet members run by Ormiston Children and Families Trust.
- Arranged a tour of Traveller sites in the district for Cabinet members and senior managers.
- Featured a Race Equality element in the staff induction training for new/recent starters.
- Incorporated a Race Equality module into the customer care training that was provided to all Council staff.
- Carried out cultural awareness training for partnership agency staff as part of the Community Safety Strategy.

2.8 Employment

- Carried out an ethnicity survey of staff.
- Carried out a review of flexible working practices to aid diversity and support retention and recruitment

3. SCDC Race Equality Scheme 2008 – 2011

3.1 Corporately we commit to:

- Be more consistent and better at communicating with all our residents, to let them know what services are available and how they can access them.
- Ensure that we understand and meet the needs of our newest arrivals in the community, for example migrant workers from Eastern Europe and refugees and asylum seekers, as well as our long-standing Gypsy and Traveller communities.
- Develop our understanding of the needs of the BME community and proactively address the issues and tackle the barriers that they face.
- Be more sophisticated in our methods of consultation, engagement and involvement, and ensure that all residents know how we have used their feedback to make changes to services or policies.
- Ensure that we are taking a consistent approach to race equality monitoring to help us improve as an employer and service provider.
- Support our staff as they manage external contracts to ensure services delivered through others meet the needs of our diverse community.
- Ensure efficient and fair delivery of services through a well trained workforce, knowledgeable about race equality issues.
- Improve minority ethnic representation at all levels and in all departments within the Council.
- Further develop the Council's approach to the scrutiny of progress being made on race equality; and
- Strengthen our work with partners in the public sector to promote race equality and to develop and share good practice.

3.2 At service level we commit to:

- Be more consistent and better at communicating with all our residents to let them know what services are available and how they can access them.
- Continue to undertake robust and effective Equality Impact Assessments (EqIA's) to enable us to better understand the needs of our diverse community.
- Improve our data analysis in order to better understand who is and who is not using our services and why.
- Better engage and involve the BME community in the decision-making process.
- Use the Equality Impact Assessment (EqIA) tool to more effectively identify service level race equality objectives and targets.

- Take positive action to make our workforce representative of our diverse community.
- Strengthen individual Service Plans to contain race equality priorities for action; and
- Better promote the Council's message on race equality so that all members of staff better understand their roles and responsibilities.

3.3 In relation to our workforce, over the next three years we commit to:

- Improve our communication with the workforce – in terms of both understanding their diverse needs and in terms of promoting the Council's message on race equality.
- Build capacity in the workforce (through, for example, Positive Action measures) in order that all staff have the opportunity to realise their potential and progress within the Council.
- Address the issue of lower success rates for certain groups, such as members of the Black and Minority Ethnic community, who apply for Council jobs, as highlighted by the annual workforce analysis.
- Monitor and review the take-up of learning and development opportunities in order to take appropriate action to ensure all staff at all levels have access to these activities.
- Consider the introduction of a BME Workers Group, and work with this group to inform the Council's decision-making processes.
- Improve take up of race equality learning and development activities for all staff; and
- Review employment policies and guidance to managers in line with the findings of the Equality Impact Assessments (EqIA's).

4. Action Plan

Race Equality Scheme 2008 - 2011		
Tasks	Timescale	Lead Officer
ACTION 1: Demonstrable leadership and corporate commitment to race equality		
Complete all Equality Impact Assessments (EqIAs) as indicated in the EqIA schedule, quality assure them and establish process for their scrutiny	May 2010	Equalities Project Officer
Cabinet reports to contain a section on EqIAs	March 2010	Equalities Project Officer & Democratic Services Manager
Staff to undertake equality and diversity training	In progress	HR Officer
Elected members to undertake equality and diversity training	In progress	Democratic Services Manager
Work with partners to strengthen consideration of race equality issues in Partnerships	March 2010	Partnerships Officer
All key partnerships will be encouraged to embed race equality in working and activities	June 2010	Partnerships Officer
Tackle issues of myths and misinformation about Gypsies and Travellers, in a positive and proactive way through the development of a Gypsy and Traveller Community Strategy	December 2009	Equality and Diversity Officer
Actively champion and raise awareness and understanding of race equality issues in relation to employment and service delivery	June 2010	Head of Human Resources
Support and organise activities and events to promote and celebrate diversity (for example Black History Month and Gypsy Roma Traveller History Month)	Annually Gypsy Roma Traveller History Month – June Black History Month - October	Equality and Diversity Officer

Race Equality Scheme 2008 - 2011		
Tasks	Timescale	Lead Officer
ACTION 2: Improved community engagement and accountability		
Establish more effective mechanisms to positively communicate the Council's messages on race equality to employees, partner organisations and other stakeholders	June 2010	Equality and Diversity Officer
Identify current consultation with communities at risk of discrimination with a view to establishing new approaches to engagement and involvement to encourage active participation in the Council's decision-making processes	December 2009	Equality and Diversity Officer
Work with stakeholders to decide the right approach to scrutinising the Council's progress on race equality	December 2009	Equality and Diversity Officer
Develop a thorough understanding of the needs of the BME community through targeted research	December 2010	Equalities Project Officer
ACTION 3: Race equality reflected in service delivery and customer care		
Actively promote the importance of reporting all hate crime – racist and religious	April 2010	Partnerships Manager
Departments to better embed race equality in service planning	April 2010	Policy and Performance Manager
Ensure race equality is embedded within the Council's procurement processes	June 2010	Procurement Officer
Ensure a more consistent approach to equality monitoring across the Council and partnerships, and ensure such information is used to inform policy development and service delivery	May 2010	Equalities Project Officer

Race Equality Scheme 2008 - 2011		
Tasks	Timescale	Lead Officer
Improve access to information about employment and services to employees/potential employees and customers/potential customers	April 2010	HR Officer & Customer Service Co-ordinator
ACTION 4: Employment practices and training to improve race equality		
Improve the intake of people from all sections of the community through improving the recruitment process	March 2010	HR Officer
Develop positive action schemes for certain groups of staff	September 2010	Equality and Diversity Officer & HR Officer
Ensure all elected members, managers and staff are trained on race equality issues and their responsibilities	In progress	Equality and Diversity Officer & HR Officer
Support and develop a BME Workers Group to enable them to become a crucial element of the consultation and service improvement mechanism, as well as improving links with communities	January 2010	Equality and Diversity Officer
Provide a voice for under-represented groups in the workforce	January 2010	Equality and Diversity Officer

5. Monitoring and Evaluation

This Scheme will be reviewed every three years. The Action Plan will be reviewed every year. Progress on the Scheme and Action Plan will be reported to the Equality and Diversity Steering Group, Chief Officers, Executive Management Team, Portfolio Holder with responsibility for Equality and Diversity and Cabinet on an annual basis.

In addition to the above we will also:

- Produce an annual Race Equality monitoring report to the Cabinet, including progress on the Action Plan and monitoring of relevant performance indicators and targets.
- Advise all Service Heads on the specific actions from this Race Equality Action Plan that they need to incorporate into their respective annual service plan.

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SOUTH CAMBRIDGESHIRE DISTRICT COUNCIL

REPORT TO: Leader and Cabinet

10 September 2009

AUTHOR/S: Chief Executive

COUNCIL ACTIONS 2010/11

Purpose

1. The purpose of the report is:-
 - a) Enable the Cabinet to approve Council Actions for 2010/11 for the purpose of service planning
 - b) Give financial guidance for the preparation of service plans.

Background

2. Last year the Council replaced the Corporate Objectives with a Vision, Values and the 3As, which comprised –
 - 5 Aims
 - 25 Approaches
 - 32 Council Actions for 2009/10
3. The 5 Aims and 25 Approaches (given in **Appendix 1**) have provided a good basis for the development of services; they provide a robust framework for service development over the medium term. The Aims are reflected in the Council Vision. They are consistent with the Sustainable Community Strategy and the LAA.
4. The Council Actions for 2009/10 have been incorporated into the Corporate Plan and service plans. Achievement of the actions is being monitored through inclusion in CorVu and appropriate reporting to EMT, Cabinet and portfolio holders.

Review the Vision, Aims and Approaches?

5. Members are invited to consider whether to review the Vision, Aims and Approaches for 2010/11. There is a strong argument for maintaining year on year consistency of the Council's high-level policy framework (ie the Vision, Aims and Approaches) while achieving progress and responding to change through the annual rolling forward and development of Council Actions.

Review of Council Actions for 2010/11

6. The current set of Actions set specific targets or actions to be achieved in 2009/10 and will need to be rolled forward or new Actions set for 2010/11.
7. A number of factors are important in considering Actions for 2010/11:
 - (a) The Medium Term Financial Strategy makes no financial provision for new money to finance Council Actions in 2010/11 and 2011/12 – hence any resource requirements will need to be found from existing budgets or through moving resources.

- (b) The consistent advice in relation to the CAA is that councils should focus on achieving outcomes – ie measurable improvements in services or quality of life experienced by the public.
 - (c) Local Area Agreement – the current three year LAA will continue until 2010/11. It is important to build Council Actions around LAA targets in order to gain the support and contributions of partners to achieve the Council's aims.
 - (d) There are a number of current and future issues affecting the Council - including the need to review the Housing service following the tenants' ballot; national policies to address climate change; supporting businesses during the economic downturn; Place Survey results etc
8. With these factors in mind, draft Council Actions for 2010/11 are given in **Appendix 2**. These have been discussed between Cabinet Members and officers and are felt to be realistic and to reflect the priorities of the Council and the needs of the district. In most cases, further work is required on the Actions in order to identify in more detail how the Actions will be achieved, the consequent costs and other practical issues. These matters will be addressed in the service plan process.

Financial Implications

- 9. While the Council's financial position has been taken into account in developing the Actions, there are some financial implications arising from them, which will need to be firmed up.
- 10. It is expected also that the process of service planning will identify other unavoidable costs. Services have been instructed to meet additional costs wherever possible within their budgets, but it is very probable that inescapable expenditure will be identified which cannot be met by services within existing resources.
- 11. The costs of the Actions together with other inescapable costs will be reported to Cabinet in November following the review of the Medium Term Financial Strategy.

2009/10 Council Actions

- 12. In the case of the current year Council Actions, a number are one-off improvements; some will be absorbed into or continued by the proposed Council Actions for 2010/11; and some will continue as part of the core business of the Council - these will include Actions such as:-
 - Continuing to work with hard to reach/ vulnerable groups
 - Holding advice events
 - Various community safety actions
 - Initiatives to increase participation in exercise.
- 13. For these Actions, continuation into 2010/11 where appropriate will be considered during the service plan process.

Recommendations

- 14. Cabinet is recommended to:
 - a) approve continuation of the current Vision, Aims and Approaches as the Council's strategic policy framework,

- b) approve the 12 draft Actions for 2010/11 given in **Appendix 2** for the purpose of service planning and subject to more detailed costings,
- c) advise services that there will be no bidding process this year for resources for service development; only in exceptional cases will requests for additional resources for inescapable commitments be approved,
- d) request services, wherever relevant, to continue current year Council Actions into the service planning process for incorporation into the Council's core business from 2010/11 onwards, and
- e) agree to review and confirm the Council Actions at their November meeting in the light of costs and other emerging financial commitments and the review of the Medium Term Financial Strategy.

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

- Place Survey
- LAA targets
- Assessments of the draft Actions

Contact Officers: Paul Swift, Policy & Performance Manager, Tel: (01954) 713017

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Current Vision, Aims and Approaches

Council Vision

To 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.

Council Aims and Approaches

Aim A: We Are Committed To Being A Listening Council, Providing First Class Services Accessible To All, by -

- listening to and engaging with our local community
- working with voluntary organisations, Parish Councils and Cambridgeshire County Council to improve services through partnership
- making South Cambridgeshire District Council more open and accessible
- achieving improved customer satisfaction with our services
- ensuring that the Council demonstrates value for money in the way it works

Aim B. We Are Committed to Ensuring that South Cambridgeshire Continues to be a Safe And Healthy Place for You and Your Family, by -

- working closely through our Crime and Disorder Reduction Partnership to reduce crime and the fear of crime
- working with partners to combat Anti Social Behaviour
- promoting active lifestyles and increasing opportunities for sport and recreation to improve the health of all age groups
- understanding where health inequalities exist and focusing on areas of need

Aim C: We are Committed to Making South Cambridgeshire a Place in which Residents can Feel Proud to Live, by -

- making affordable housing more available to local people
- ensuring that affordable housing is in balance with the community
- achieving a sustainable future for the Council's housing stock
- working with local residents to promote community cohesion and addressing the needs of the most vulnerable in the community
- extending and encouraging the use of recycling opportunities
- working to improve the cleanliness of our villages
- taking account of climate change in all the services that we deliver
- promoting low carbon living and delivering low carbon growth through the planning system

Aim D: We are Committed to Assisting Provision of Local Jobs for You and Your Family, by -

- working closely with local businesses
- promoting economic development
- using cultural activities effectively to promote tourism

Aim E: **We are Committed to Providing a Voice for Rural Life**, by -

- protecting existing communities, villages and the countryside
- working more closely with Parish Councils and local Groups
- implementing planning policies to achieve successful new communities
- maximising planning gain for neighbouring communities
- playing our part in improving rural services including transport links

DRAFT COUNCIL ACTIONS FOR 2010/11

	Draft Action	Lead Member	Notes	Additional Resources in 2010/11
1	We will achieve Customer Service Excellence accreditation by 31 March 2011	Cllr Bygott	Project plan being developed. This is a challenging target which will require input from all Council services, but will make significant impact on customer service.	Can probably be met from Service First budget.
2	We will increase the number of teenagers taking part in positive activities by ? (figure to be added) in 2010/11	Cllr Bard	This will support LAA target (NI 110). The Action will complement work planned to develop a Young People Engagement Strategy and a planned Scrutiny Task and Finish group on young people.	£30k annual project costs
3	We will meet or surpass a 65% recycling and composting rate by 2012	Cllr Ellington	To be delivered through the current strategic review of the Refuse and Recycling service being undertaken by a Task and Finish Group set up by the Portfolio Holder.	Will be clarified in September through report to the Task and Finish group. Might be invest to save requirement. Potential future savings.
4	We will improve & maintain the appearance of our villages in 2010/11 by: <ul style="list-style-type: none"> Continuing our programme of installing litterbins at a further 10 lay-bys on the major routes in the District. Continuing enhanced street cleaning within 10 of our larger villages past 2010/11 	Cllr Ellington	A continuation of current year Council Actions. Enhanced street cleaning in 10 of larger villages is supported by LPSA reward funding which terminates during this period.	£12k in 2010/11 for litter bins and £35.5k in 2011/12 (for enhanced village cleaning and replacement/ maintenance of bins.

	Draft Action	Lead Member	Notes	Additional Resources in 2010/11
	<ul style="list-style-type: none"> • Undertaking a further 10 community clean-up events • Maintaining our street cleansing & envirocrime operations including the litter picking of the A11 and A14 verges. 			
5	We will achieve ? % (target to be added) reductions in the emission of CO ₂ from the Council's operations and publicise the outcome in order to set an example to other organisations.	Cllr Bygott	By setting an example to other organisations the Council could contribute to the overall level of CO ₂ in the areas (LAA target N186)	Action programme not yet costed. Potentially a need for invest to save resources (Council or external)
6	We will work with parish councils to complete at least 6 local projects (or other quantified targets to be developed) supported by LPSA funding to contribute to the county target for the reduction of CO ₂ emissions	Cllr Bygott	Contributes to LAA target NI 186 (per capita CO ₂ emissions). Other quantified targets to be added as this project develops.	Use existing LPSA reward funding.
7	We will promote the relocation of Marshalls within Cambridgeshire in order to meet the district's requirements for new homes and retain job opportunities.	Cllr Bard Cllr Wright		-
8	We will promote the district to new businesses	Cllr Wright Cllr Bard	Will support LAA target NI 171 (new business registration). Specific actions to be developed as part of the Economic Development Strategy.	Use of economic development budget. Additional resources would allow greater benefits to be achieved.
9	We will support local people to establish community orchards	Cllr Wright	Has environmental, sustainability, and community development benefits. Will build on community orchard initiatives already in South Cambs and elsewhere.	Limited costs – can be met from changing priorities for existing budget.

	Draft Action	Lead Member	Notes	Additional Resources in 2010/11
10	We will implement key actions (yet to be determined) from the Community Transport Plan	Cllr Wright	Key actions will be identified as the Community Transport Plan is developed.	Use of 2009/10 budget carried forward.
11	We will review and restructure the Housing service to enable us to continue to provide our tenants with the best possible service within the resources available and to meet new regulatory standards.	Cllr Howell	Much of the planning will take place in 2009/10 with implementation from 2010/11 onwards. A project plan will be developed to enable key stages to be monitored.	Costs will be contained within HRA projections.
12	We will sign up to the Member Development Charter to enable Members to develop skills to meet new challenges for local government.	Cllr Ellington	Scheme sponsoring organisation to be invited to give preliminary assessment and discuss plans.	At this stage it is envisaged that this will be met from existing budgets.

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SOUTH CAMBRIDGESHIRE DISTRICT COUNCIL

REPORT TO:	Leader and Cabinet	10 September 2009
AUTHOR/S:	Executive Director (Operational Services) / Corporate Manager Affordable Homes	

OPTIONS FOR 74 & 76 FROG END, SHEPRETH

Purpose

1. To provide Cabinet with the information needed to make a decision on the options for the properties at Frog End, Shepreth.

Background

2. A decision was taken at the Cabinet meeting on 14 December 2006 to pursue the option of retaining both properties in Council ownership and refurbishing them for shared ownership sale. An upper ceiling of £200,000 was placed on the cost of these works otherwise a new Cabinet decision would be required.
3. A design for this was prepared and put forward for a tender return in December 2007. The lowest priced tender was £185,886.
4. The capital funds available for 2008/09 did not allow for the work to commence in that year as priority was given to the Council's commitment to meet the Decent Homes Standard for the whole of the Council's housing stock and to undertake the Airey refurbishment project also agreed by the Council in 2006.
5. By August 2008 the properties had been empty for a period of around two years so a new structural survey was commissioned which reported back in September 2008. The report by Richard Jackson plc concluded that the buildings have deteriorated further since the last structural survey in June 2006. It was estimated that the cost of remedial works would be in the order of £220,000. The report goes on to say,

“ It is believed that it will be more economical to demolish and rebuild the property than repair it...we recommend the demolition of the existing properties and build new in their place.”
6. The Housing Portfolio Holder asked for a fresh set of quotes to be obtained for the 'retain and refurbishment' option in light of this survey. These tenders were received in May 2009 and all eight quotes exceed the £200,000 cost ceiling set by the 2006 Cabinet decision. The range is between £212,000 and £294,000.
7. Following this the Housing Portfolio Holder asked that a consultation be undertaken to explore the options for the plot to inform a report to Cabinet. The Portfolio Holder considered this report at his meeting on 11 August 2009.

Considerations

8. The consultation process began on 11 May and closed on 7 July 2009. Consultation responses were received from the Parish Council and from the local district

Councillor. Responses were also received directly by the Corporate Manager from four local residents who all live in close proximity to the site.

9. The Parish Council and the district Councillor both favour the transfer of the site to a housing association. They wish to ensure that affordable housing development within Shepreth takes place where appropriate. The four local residents all preferred the sale of the site for private development.
10. Some of the concerns raised by the resident responses regarding density and the capacity of the site in terms of sewage and traffic and so on would be issues properly addressed through the planning process and would be legitimate issues of concern whether or not the planning application was being presented by a housing association or a private developer. These are not therefore explored any further in this report.
11. The site at Frog End is a little way off the main village at Shepreth and concern has been raised by the resident respondents as to whether a development here would be an appropriate one for potentially low income tenants who would have to rely on a car to access facilities. It should be noted however that the site is close to a bus stop with a frequent service.
12. The Council has to consider both the need for affordable homes within the district as well as securing best value for money from the disposal of its assets. An up to date valuation of the site has therefore been obtained from Pocock & Shaw and was received on 27 July 2009.
13. This valuation report acknowledges the overall character of the location and suggests that the plot "would be capable of providing a site for two large 4/5 bed roomed detached houses which would certainly better suit the immediate surroundings."
14. The Pocock & Shaw report provides suggested land values for three options:
 - Option 1 transfer of land to a housing association £32 – 40,000
 - Option 2 Sale for private sector development £330 – 340,000
 - Option 3 sale of land parcel for private development and transfer of remainder for a housing association development £170,000 (one private property and one affordable unit)
15. If the Council designates the capital receipt from either of the above options for housing use there would be no requirement to pay any money over to the CLG under the capital pooling rules. This would enable the Council to help fund a potential affordable housing development on a site that has just become available within the main part of Shepreth village. This is still being discussed with SCDC Planning but would contain a maximum twelve affordable units. This would also generate much needed funds to invest in other aspects of the housing service and will help to offset some of the £4 million of capital cuts arising from retention of the housing stock in Council ownership.

16. **Options**

Option 1 Transfer of land to a housing association

Pros

- There is a recognised need for affordable housing in the district and this will allow a suitable village scale development
- Local housing associations have informally indicated a willingness to develop this site

Cons

- There are no other housing association or council properties in the Frog End area
- The Council may not be deemed to be getting appropriate value for money from its asset

Option 2 Sale of land for private development

Pros

- The Council would be maximising the return on its capital assets
- The money raised could be used to support the development of affordable housing in a more appropriate location in the village
- There would also be sufficient money raised to support other housing expenditure.

Cons

- There would be no development of new affordable housing in the immediate Frog End area

Option 3 Sale of land parcel for private development and transfer of remaining land for a housing association development

Pros

- There would be a capital receipt for the Council as well as the development of new affordable housing.

Cons

- The capital receipt would not be as great a sum as that provided by Option 2
- Restricting the housing association to only two dwellings may not be viable
- There are no other housing association or council properties in the Frog End area.
- This option presumes a minimum level of density that is not assumed in the other options and which may create difficulties with meeting Planning requirements.

Implications

17.

Financial	By realising this asset the Council can support the development of new affordable homes and help meet other housing expenditure.
Legal	None
Staffing	None
Risk Management	The site at present is a potential health & safety risk.
Equal Opportunities	None

Consultations

- 18. A consultation process has been carried out in line with the Council’s Consultation Protocol.

Effect on Corporate Objectives and Service Priorities

19.	<p>Work in partnership to manage growth to benefit everyone in South Cambridgeshire now and in the future</p> <p>Money raised from the site would assist with the Council’s partnership working in the district</p>
	<p>Deliver high quality services that represent best value and are accessible to all our community</p> <p>Money raised from the sale of the site can be spent on delivering housing services</p>
	<p>Enhance quality of life and build a sustainable South Cambridgeshire where everyone is proud to live and work</p> <p>A suitable development on the site would be an improvement on the current empty dwellings</p>

Conclusions/Summary

- 20. The condition of the properties at 74 & 76 Frog End has deteriorated since 2006 and the decision to retain and refurbish no longer offers good value for money. The cost of refurbishment now exceeds the ceiling cost agreed by Cabinet in 2006.
- 21. There is support from the Parish Council and local elected Councillor for Option 1
- 22. There is support from local residents for Option 2
- 23. The Council needs to ensure a combination of best value and meeting housing need.

Recommendations

- 24. Cabinet is requested to consider the following recommendations:
 - (a) The officer recommendation is for Option 2. This maximises the return to the Council on its asset, which will enable both the development of new affordable housing within Shepreth to be supported as well as investing in housing services in the district, and
 - (b) The Housing Portfolio Holder recommended Option 1 in his meeting on 11 August 2009 citing the need to retain affordable housing within Shepreth.

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

Pocock & Shaw report on valuation of 74-76 Frog End 27/7/09

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SOUTH CAMBRIDGESHIRE DISTRICT COUNCIL

REPORT TO:	Leader and Cabinet	10 September 2009
AUTHOR/S:	Chief Executive / HR Manager / Policy and Performance Manager	

WORKFORCE PLAN REVIEW 2009**Purpose**

1. To approve the attached revision of the Workforce Plan for 2009.

Background

2. The Council adopted the current three-year Workforce Plan in 2007. The plan was revised and rolled forward in 2008. A similar exercise has now been undertaken for 2009 and a refreshed three-year plan is attached. Most of the actions in the plan are for 2009/10 and 2010/11 with some rolling on to 2011/12. For 2010 a more radical review of the plan will be carried out.
3. The Audit Commission has published the document *Tomorrow's People* which reviews local authorities' approach to workforce planning. The review draws attention to the benefits of taking a strategic approach to recruitment and retention, but comments that many local authorities need to improve in this area. The review highlights the gains that can be achieved in efficiency and service improvement by effective workforce planning and the benefits of working with partners and across areas to address workforce issues.
4. This Council's approach to workforce planning compares well against the commentary and conclusions in the report. However, there are areas which could be strengthened – for example in terms of working with partners and closer links with the efficiency agenda. These issues, and the development of the workforce element of the use of resources assessment, will be taken into account when the new three-year plan is developed in 2010.

Main Changes/Developments

5. The main changes or developments which have been included in the 2009 revision of the Workforce Plan are –
 - a) The achievement of IIP accreditation.
 - b) The adoption of Council Values and the work taking place to embed them.
 - c) The staff survey and the various workstreams to address issues arising.
 - d) The economic downturn and its impact on development related jobs, including the problem of managing the impact of the current downturn on the workforce, while being in a position to respond to the subsequent recovery.
 - e) The impact of the Housing Futures ballot on the housing service.
 - f) The overall financial position over the three years of the plan.
 - g) Developments in equality and diversity. The Council has adopted its Comprehensive Equality Policy; achieved Level 2 of the equality standard; become a Stonewall Champion; carried out extensive staff training; and worked to embed a culture of equality and diversity within the Council.
 - h) Developments in succession planning

- i) The launch of the Management Competency scheme and the revision of the appraisal scheme (now PDRs)
6. The profile of the workforce is much the same as previously. The main features are the length of service (with 16% of the workforce having 20 or more years' service); the fact that 50-59 year olds represent the largest age group in the workforce; and the relatively small proportion of younger employees. These factors give rise to the need for succession planning and to consider how the Council's profile among potentially younger employees could be improved.
7. There has been a small increase (3% to 4%) of employees from an ethnic minority group, although this and the proportion of employees with a disability (3%) may be understated because of the proportion of employees not declaring on these factors.
8. Recruitment difficulties have eased over the last year, but it is important to see the recruitment into certain professions and posts as continuing medium term issues, as observed by the Audit Commission report. Turnover has also been low in the last year (5.5% against a generally accepted guide level of 10%), likely also to be largely the effect of the economic downturn.
9. Members will be aware that sickness absence continues to be above average and is an issue which will continue to be addressed.
10. The Action Plan has been updated and rolled forward. The revisions reflect ongoing activity to address management improvement and cultural change; key workforce issues such as succession planning, absence management and recruitment; and specific service-led projects such as in housing, new communities and ICT.
11. A great deal of change has taken place over the last year and is now reflected in the Workforce Plan, some of it arising from the national economic situation and some from a range of Council initiatives such as achievement of IIP accreditation, management competency framework, values and progress on equality and diversity.

Equality Impact Assessment

12. An equality impact assessment has been carried out on the Plan and its conclusions can be summarised as follows. The Plan addresses and promotes workforce diversity. A good level of monitoring information is presented, but there are gaps in that there are significant proportions of staff who have not declared their ethnic origin or disability status. Also, the Council does not collect data on staff sexual orientation or religious belief. Workforce data is compared with the equality profile of the district and generally compares favourably. There is a disproportionate lack of younger staff, but this is an issue with the wider local government community. Work is being done by the Council to address this shortfall and there is no negative effect arising from the Council's workforce policies or practices. Overall, it was concluded that the Workforce Plan represents a positive or neutral impact on equality. The following action points were recommended in the assessment:-
 - a) Investigate whether data can be collected on the sexual orientation or religious belief of staff
 - b) Investigate the benefits of advertising vacancies in specialist minority publications
 - c) Investigate the possibility of setting up staff networks.
 - d) Investigate the possibility of monitoring and reporting on data from recruitment monitoring forms.
 - e) Consult staff more widely when the workforce plan is revised in 2010.

13. All these recommendations will be taken up, either in the workforce plan or other planned programmes.

Implications

14. The central purpose of the Workforce Plan is to deliver the Council's Vision and Aims. This is addressed particularly in section 4 of the plan. There are no financial implications which are not already included in the Medium Term Financial Strategy.

Consultation/Prior Discussions

15. The draft plan has been considered by SMT and by the Staffing Portfolio holder and has been endorsed with changes which have been made to the report.

Recommendations

16. Cabinet is recommended to approve the Workforce Plan, including the Action Plan.

Background Papers:

- Previous versions of the Workforce Plan
- Equality Impact Assessment
- Various other council reports and papers.

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South Cambridgeshire District Council

Workforce Plan

2009/10 to 2011/12

(Version 5 – to Cabinet 10th September 2009)

1.0 Introduction

- 1.1 The last twelve months have seen significant change and challenges for this Council, most of which has impacted on the current workforce and the development of future staff resources.
- 1.2 Relevant developments in the last year have included the adoption of new Council priorities (the Aims, Approaches and Actions); the economic downturn; the tenants' ballot on the future of the housing stock; achieving level 2 of the Equalities Standard and the adoption of Council Values.
- 1.3 During February 2009 the Council was externally assessed against the Investors in People Standard. Following meetings with 65 officers and Members, the assessors confirmed that the Council met the Standard and that we were being recommended for recognition. SCDC was formally accredited as an Investor in People organisation in March 2009. A presentation of the Investors in People plaque was made to the Chairman at Council in July 2009.

Purpose – Why a Workforce Plan?

- 1.4 Workforce planning is about looking to the future, being proactive and ensuring that the Council has appropriate resources both now and in the longer term. The purpose of the Workforce Plan is to draw together strategically all that the Council does to recruit, retain, support and develop employees, managers and elected Members. The plan must support the Council as it undergoes considerable change to ensure that the services it provides reflect local and national priorities and the needs of the communities we serve.
- 1.5 The Audit Commission has published a paper, *Tomorrow's People*, reviewing local authorities' uneven progress in workforce planning and recommending a way forward. Councils are encouraged to engage in strategic workforce planning, integrated with their other corporate planning mechanisms and those of partners. The report also recommends councils to take action to attract and retain the workforce needed to deliver future services through various means such as the development of the local government brand, the promotion of local government as an employer of choice; an emphasis on the development of staff; and flexible working. This Council's approach to workforce planning is well developed, but recommendations have been taken into account in reviewing this plan and the Action Plan.
- 1.6 In order to meet the challenges over the next four years, it is critical that the Council **has the right people, with the right skills, in the right jobs, at the right time** to deliver its priorities and continuously improving services. The Council has set the following Vision:

To 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.

- 1.7 In support of the Vision, the Council has adopted 5 Aims, which commit the Council to -

- being a listening council, providing first class services accessible to all
- ensuring that South Cambridgeshire continues to be a safe and healthy place for you and your family
- making South Cambridgeshire a place in which residents can feel proud to live

- assisting provision of local jobs for you and your family
- providing a voice for rural life

- 1.7 The Council must be able to attract and retain talent in a highly competitive employment market place and difficult economic climate. It must develop and re-skill staff to respond effectively to new challenges, new ways of working, the need for local community leadership skills for Councillors and stronger partnership skills for staff.
- 1.9 The plan covers the short and medium term and it will be reviewed on an annual basis, to ensure that it remains ‘fit for purpose’ and that the issues it covers and the priorities it sets are the right ones for the Council, its elected Members, its senior management, its employees and most importantly the communities of South Cambridgeshire

2.0 Context - Workforce Size and Composition

- 2.1 The workforce profile was produced by extracting data from the HR and Payroll system. This data provides an overview of the whole Council. Appendix 1 gives statistics about the Council’s current workforce.
- 2.2 South Cambridgeshire District Council employs 490 employees. For the purpose of this plan, the authority has been divided into 6 corporate service areas.

Table 1: South Cambs District Council, service areas

<p>Community and Customer Services Elections and Support Services Partnerships Communications Policy & Performance</p>	<p>Planning and Sustainable Communities Planning Policy Building Control, Design and Conservation Development Control</p>	<p>Health and Environmental Services Environmental inspection and enforcement Health & Safety Waste Management Street Cleaning Water courses</p>
<p>Finance and Support Services Accountancy Revenues and Benefits Democratic Services ICT Legal Services Human Resources and Payroll</p>	<p>New Communities Community Development Growth Major Developments Economic Development</p>	<p>Affordable Homes Supported Housing Homelessness Housing repairs and asset management Choice Based Lettings</p>

- 2.3 The key statistics are given in Appendix 1 and summarised below:-

- a) **Length of Service Profile:** 6% of the workforce has less than 1 years’ service (lower than the 8.2% last year). The majority (78%) of staff have between 1 and 19 years service, with 16% having 20 or more years service.
- b) **Age Profile:** 50-59 year olds represent the largest age group in the workforce (152 employees, equivalent to 31%) and altogether 40% of the workforce are 50 or over. Correspondingly, only 10% of the workforce are under 30. The age profile of the workforce is not representative of the wider demography but is typical of local government generally. In respect of regional trends there is an ‘Age Bulge’ in the 40 – 64 age bands but an under-representation in the 16 – 30 age groupings.

- c) **Gender Profile:** The district council is equally balanced in terms of gender composition with 51% being male and 49% female employees. There are predominantly more female part time employees than male, although there has been an increase in the numbers of male part time workers. The top quartile of earners is dominated by males with only 30.4% of the top 5% of earners being female.
- d) Payline profiling shows that although there are 20% more females than males in the pay range scp 25 – 28 (up to £30K) there are 30% less females than male in the pay range scp 29 – 36. This would indicate that although females are progressing their careers to supervisory levels they are less likely to progress into management roles.
- e) **Employees with disabilities:** The percentage of disabled employees is fairly representative of the wider community being 3% compared with 3.5% who are economically active in Cambridgeshire. This figure may understate the case, as 18% of employees have not declared their status. Staff will be re-surveyed in the next year in order to encourage a higher response rate. 4.5% of disabled staff make up the top 5% of earners.
- f) **Ethnic minority representation:** currently at 4% (an increase from 3% last year), within the workforce is consistent with the census figure for Cambridgeshire. Again, 10% of staff have not declared their ethnic group. There are no staff from ethnic minority groups within the top 5% of earners (BVPI 11- the guidance doesn't count White minority employees).

2.4 The key characteristics of the workforce are that it has a high proportion of employees in the older age categories with relatively few staff under 30. Similarly, there is a high proportion (16%) of employees with 20 years service or more. We have a good record of retaining staff in terms of skills and experience, but we do have a profile of an ageing workforce. This may result in a sudden loss of skills and experience in the next few years unless we start to succession plan for the future need for professional, technical and managerial staff. There are a number of specific areas where the Council is likely to lose senior officers in the next 2-3 years – e.g.: senior management; Development Services; Environmental Health; Accountancy. Recruitment and succession planning are considered again later in the plan.

2.5 There are concerns about lack of diversity in the workforce in some services. Diversity is valuable because it enables individual services and the organisation as a whole to benefit from the different perspectives and ideas that diversity brings to the provision of services. In many cases traditional stereotypes strongly influence the composition of the workforce in certain services and professions. In the last year the Council has made significant progress on equalities and this is covered later again in the plan.

3.0 Context – Workforce Issues

Service and Resource Issues

3.1 Our workforce planning needs to take into account factors such as:-

- a) The Council's financial position, the future pressure on its resources and the need to set stretching targets for the achievement of savings in 2009/10 and future years. The Medium Term Financial Strategy does not include additional resources to meet new staffing pressures in 2010/11 and 2011/12. At the same time, the Council will continue to respond to rising expectations about the quality of services provided by the Council – including the achievement of stretching LAA targets. The economic downturn has placed financial pressure on the Council through the loss of income.

- b) Planning for, and meeting the needs of, new communities at Northstowe and other growth areas both in terms of the skills required to ensure appropriate development and to meet the increased service provision needs of the new population. The slowdown in house-building resulting from the recession is creating a challenge for the Council in managing the current reduced need for development related posts while being in a position to plan for and respond to the subsequent upturn in economic conditions.
- c) In a ballot held in June 2009 Council housing tenants decided not to accept a proposal to transfer the housing stock to South Cambridgeshire Village Homes. This decision will place severe financial pressure on the Housing Revenue Account and the Housing Service, with a significant impact on employees, as the Council seeks to continue to provide a level of service to housing tenants within a very difficult national framework for housing finance.
- d) The changing nature of local government and different range of skill sets required – including: a greater range of service provision and management models; more project based; more partnership; community leadership and engagement; more cross-cutting work; mobile working and working from home.
- e) The national agenda on pay, equality, pensions and retirement, health, safeguarding children and flexible working. The latter includes issues such as greater flexibility in terms of hours worked, working from home and flexible retirement.

Succession Planning

- 3.2 Succession planning can be broadly defined as identifying future potential leaders and professionals to fill key positions. The Council has an ageing workforce profile and it is likely that a number of senior managers and professional officers will retire over the course of the next five years. A further issue is the trend towards flatter organisational structures. This means fewer employees are gaining strategic skills and exposure to the political skills needed for senior positions.
- 3.3 Consideration has been given to a more structured approach to resource planning to prepare officers to take over senior or specialised posts, which become vacant. The practice of the Council has been to take an informal approach to succession planning with service managers taking a localised approach to developing potential within their services. Work is underway to develop a more robust corporate policy to ensure the organisation will have the individuals with the drive, knowledge and experience needed to provide strategic direction and handle changes in service delivery.
- 3.4 The Council will undertake a review of current workforce issues and risks and recommend a medium term approach to address the potential lack of managerial and professional successors. Service plans will include an element of workforce and succession planning. Management Competency levels will be identified through the 2009 Performance Review process to improve the level of management ability throughout the Council and create a larger pool from which future senior managers can be drawn.
- 3.5 The age profile of the Council suggests that many of the experienced technical/professional officers and managers will reach normal retirement during 2009 – 2012, although the exact date that retirements will take place cannot be predicted. Modern Apprenticeships and sponsored internships are being considered as an effective way to replenish the organisation with new talent.
- 3.6 Management and supervisory competency frameworks have been developed for the Council these are being underpinned by development programmes formulated to address generic and individual learning needs. Services will be helped to develop strategies for succession planning in their own areas. This will include officers showing potential being

identified and personal development plans being written to enable them to be in a better position to compete for posts becoming available in the Council. The first cohort of individuals have successfully completed the Chartered Management Institute Certificate level 3 programme as part of a management development programme.

Recruitment

- 3.7 Nationally, there has been concern about the shortage of some professional categories of staff (environmental health officers, planning and design officers, accountants). Although the economic downturn has eased the position on recruitment, this doesn't affect the longer-term situation.
- 3.8 Recruitment, into entry/junior level posts, is generally not the problem it was and local recruitment campaigns for this level of job role have produced a good number of applications. Initiatives to 'Grow our Own' (HGV driver training) have proved to be very successful in the waste management operations area. Further initiatives, such as using Train to Gain funding, will be investigated with a view to retaining staff and raising qualification levels.
- 3.9 Some problems remain in a limited number of areas – such as senior professional and technical roles and experienced managers. For example, the Council has experienced difficulties in recruiting to the Executive Director (Corporate Services) post. Difficulties in recruiting to urban design posts have been addressed through setting up a joint Urban Design team with Cambridge City.
- 3.10 The Planning service is addressing recruitment successfully by a policy of "grow your own". Environmental Health teams have adopted a similar approach (student placements). There is also the issue of the lack of career progression for younger staff and this could be seen as a key reason for leaving.
- 3.11 The introduction of a 'Duty to Consider' Policy in line with age legislation requirements is seen as a positive step in managing turnover and loss of experience and skills at the point of normal retirement age.
- 3.12 Over the medium to long term, recruitment is likely to continue to be an issue which the Council needs to keep under review because of:-
- National shortages in some technical/professional work areas are contributing to recruitment problems.
 - Relatively high housing costs in the area and the fact that key worker definitions do not apply to this Council.
 - Competition from other employers in the area in particular for Growth Agenda posts – e.g. from housing associations; other Councils; health sector etc.
 - The possible impact from financial pressure (MTFS) and Audit Commission inspections.
 - Recruitment of officers into more senior positions, where we are looking for sufficient skills to undertake more complex work.
 - Greater expectations on the part of employees to get greater satisfaction from their work and enjoy a better work/life balance. The Council will need to address these issues and expectations for greater flexibility in employment in order to compete in the employment market.
 - And, more recently, economic difficulties.
- 3.13 Turnover rates are very low, with a rate of 5.5% for 2008/09 against a generally accepted guide level of about 10%. The Council will continue to monitor recruitment and retention closely and review the pay scale and indexing arrangements on a regular basis.

- 3.14 The profile/image of local government affects recruitment. We are not generally attracting young people into the Council – we have little in the way of training/internship opportunities and apprenticeships. The reputation of the Council also has an impact on recruitment. Greater involvement in schemes such as work experience and attendance at school career fairs will help to promote the Council as an employer of choice.

Absence Management

- 3.15 The Council has pursued a range of measures to manage sickness absence – for example through an absence management scheme; regular reporting and management of absence levels; and addressing instances of long-term sickness. Nevertheless, the key measure, the average number of days absence per year, has increased during the last 12 months and remains above the average for district councils (8 days per employee). A review of policies and practices, supported by an audit will help to identify areas for improvement. Research into best practice and a greater focus on wellbeing are also planned for 2009.

Services facing service peaks

- 3.16 A limited number of services are under pressure at certain times of the year – e.g. Elections; Accountancy and Revenues. The introduction of a more flexible workforce, certainly at administrative levels, is being considered. Greater use of annualised hours, casual contracts and other forms of flexibility is being encouraged and the flexible working policy has been revised to reflect this.
- 3.17 An area of concern, highlighted by the CGI re-inspection, was the capacity of the HR team. With the Council asking more of its limited HR section than it can realistically deliver, placing increasing demands on the team to support restructuring and corporate initiatives as well as ‘business as usual’ support to operational managers. A service review of the HR section will take place during the next year with a view to identifying clearer direction and resource requirements. Part of this review needs to take account of the ongoing HR systems support and development requirements in order to maximise potential of the Resourcelink system.

Skills identified for the Local Government Workforce

- 3.18 The Local Government Employers have identified, nationally, the key skills areas, which, need to be developed or acquired in the wider local government workforce:
- a) Organisational development and change management
 - b) Business Process analysis
 - c) Performance, productivity and people management
 - d) Customer relations management
 - e) Project and financial management
 - f) Partnership working, community development and community engagement
 - g) Managing and promoting diversity
 - h) Maximising the use of technology

Training and Skills

- 3.19 Up to last year, the Council has spent an increasing amount on staff training:

	£ per employee	Total spend across all services
2005/2006	£ 250	£158,037
2006/2007	£ 385	£176,095
2007/2008	£448	£226,692
2008/2009	£570	£ 279,667

2009/2010

£ 258,210 – budget

Nevertheless, as external training provision costs increase, training budgets continue to be under pressure to deliver the full range of corporate training needs and deliver value for money. Other ways of learning are being promoted, such as mentoring, e-learning, to deliver more cost effective development of staff.

- 3.20 The Council has a corporate training budget, to cover cross cutting, generic skills and ICT training requirements, and also service-controlled training budgets. The corporate budget has been successfully utilised to deliver absence management training, project management ICT and basic supervisory/team leader training. This budget was also used to deliver an extensive equalities training programme during 2008.
- 3.21 The Safeguarding Children and protection of vulnerable adults (POVA) agenda has placed significant requirements on local authorities, not least in the provision of extensive training for staff and managers. A programme of training is currently being organised for employees who have contact with these groups and for managers who need to demonstrate safer recruit techniques in the selection of staff for sensitive roles.
- 3.22 In the last year the Council has introduced a management competency framework. It is anticipated that, as the framework is rolled out and managers are assessed against the criteria, further development needs will be identified. Some needs will be met by accredited training, although other forms of learning (coaching, job shadowing etc) will be utilised. The Council has a budget of £20,000 to deliver management skills training.
- 3.23 The areas where skills development is most needed relate closely to the skills needs identified by the Local Government Employers and include:-
- a) General management skills – for example performance management; coaching and mentoring; service analysis and review.
 - b) Customer care – for example in terms of establishing a culture of customer care; development of customer care standards; identifying customer needs; dealing with their complaints and concerns and communicating with customers.
 - c) Financial skills among service managers.
 - d) Project management
 - e) Partnership skills
 - f) Community engagement skills and techniques.
 - g) Procurement skills
 - h) ICT skills – skills need to continue to improve to maximise the benefits of ICT investment and continue to improve productivity – both at the level of the individual officer and the understanding of managers on how ICT can help achieve their business aims.
 - i) Skills and understanding in relation to equality and diversity.
 - j) Some specialist skills - particularly in relation to the new settlements – e.g. urban design; landscape design; affordable housing; which the Council is trying to develop.

Capability

- 3.24 The Probation and Capability policies and procedures have been reviewed and improved to provide greater clarity and guidance to managers and staff. The processes within the policies are currently being used where staff are unable to perform to the required level or they have difficulty in changing or adapting if the nature of their job has changed. It must be emphasised that this applies to a very small number of staff; however, these few capacity or capability issues can have a disproportionate impact on relatively small teams and can be a major distraction for their managers. Stronger emphasis has been placed on

utilising the Performance and Development Review route to ensure early identification of capability issues.

Performance and Development Reviews

- 3.25 The Council has recently reviewed and improved its staff appraisal scheme (now renamed as Performance and Development Reviews (PDRs)). Links between service planning and individual objective setting have been improved, as have links with Investors in People improvements. Progress is underway to enhance the coverage, quality and timing of appraisals, with the introduction of the “grandparent” approach.

Management

- 3.26 A key focus for the organisation is to raise management capacity to meet the challenges facing the Council in the years ahead. Areas to be addressed include service planning; performance management; working effectively in partnerships; management of financial resources; change management; and customer service.
- 3.27 A number of areas have been identified which could be addressed to improve management capacity to tackle the future agenda of the Council:-
- a) Robustness of current management structures.
 - b) Providing greater clarity about the role of managers and what they are expected to deliver.
 - c) Identifying key competencies and improving management skills.
 - d) Reviewing the amount of time taken up with meetings and the democratic process.
 - e) Achieving greater clarity of strategic direction and service outcomes.
 - f) Applying a more consistent approach to performance management.
 - g) Improved approach towards absence management
 - h) Reviewing the balance between the roles of support services (such as finance; communications, HR and policy) and the roles of service managers. Some concerns have been voiced that service managers are being asked to take on too many of these support roles and address cross cutting issues or corporate issues.
- 3.28 Many of these are already being addressed. In particular, a management competency framework approach is being developed. The competency framework was launched in 2009 and is being used to identify the competency levels required for all management posts and to provide a basis for individual development. The use of the framework for assessment and recruitment purposes will be part of its future development

Investor in People Accreditation

- 3.29 In March 2009 the Council achieved Investors in People accreditation for the whole organisation at the first attempt. This is a rare occurrence as most organisations fail to meet at least one of the indicators on the first occasion. Further good news followed in May 2009 when we were advised that under the new IiP framework we had been re-assessed and awarded Bronze status. This recognised the fact that we had satisfied significantly more of the evidence requirements than that needed for the basic Standard. Only 2% of organisations have achieved Gold, Silver or Bronze recognition, so this is an excellent achievement.
- 3.30 Investor in People Accreditation is an internationally recognised validation of best practice in people and organisation management. Central government sees it as the key driver of business because it focuses on continuous improvement, and actively encourages all organisations to seek accreditation. All accredited organisations are required to be re-assessed at least every three years and must be able to demonstrate how they have

improved since the last assessment. It supports other initiatives such as Use of Resources and Comprehensive Area Assessment.

- 3.31 Not only do employees benefit from accreditation through a more focused learning and development strategy, but the emphasis on performance management means that the organisation must have a clear focus on where it wants to be in the future and critically, how it is going to get there. A key element within the framework is the emphasis on Corporate Social Responsibility and the importance of the Sustainable Community Strategy and what this means for the residents of South Cambridgeshire.
- 3.32 Overall, IiP accreditation is an award achieved by employees and recognises that not only are we a well run Council, with excellent employees, but also that we put our residents at the heart of everything we do.

Staff Survey

- 3.33 The Council regularly undertakes a survey of its staff. The last survey, carried out in March 2008 resulted in 75% staff response rate. There were many encouraging results from the survey, but it also indicated that continued improvement was required in areas such as; employee engagement, communication, consistency (access to training, application of policies), and transparency/openness of decision-making.
- 3.34 Corporate Managers have discussed the results with their teams and action plans have been developed. Under the overall direction of a Staff Satisfaction Steering Group, a number of workstreams have been established to deliver improvements in response to the survey:-
- Benefit and Reward
 - Staff Social Events
 - Flexible Working
 - Employee Engagement & Involvement
 - Communication from the Top
 - Succession Planning
 - Values
 - Management Learning and Development
- 3.35 The next survey is planned for the autumn of 2009 which will enable progress since 2008 to be assessed.

A Diverse Workforce

- 3.36 Equality and diversity play a major role in improving the skills, capacity and vitality of the workforce and the reputation of the Council. In the last year the Council has taken a range of steps to promote equality and diversity, including the adoption of a new Comprehensive Equality and Diversity Policy. This policy includes commitments to developing a culture which values difference, both in employment and service delivery; and working to ensure that equalities and diversity becomes a central and essential element of our service planning and delivery, both as an employer and provider of services. The Council has revised its Race Equality scheme; consulted on a Gender Equality scheme; become a Stonewall Champion; achieved Level 2 of the Equality Standard; carried out extensive staff training; and used communications to embed a culture which welcomes diversity.
- 3.37 The Council will work towards the “Achieving” level of the new equality framework and continue to implement its Comprehensive Equalities Policy, which will include continuing staff training; embedding diversity; developing management competencies; and identifying ways to make the staff more representative of the community.

4.0 Council's Priorities and Workforce Requirements

New Priorities

- 4.1 The Council has committed to a Vision and new Aims, Approaches and Actions to set the overall direction for its service provision and development aspirations for 2009/10 onwards. For each of the five top-level aims there are a number of approaches:

Aim A: We Are Committed To Being A Listening Council, Providing First Class Services Accessible To All, by -

- listening to and engaging with our local community
- working with voluntary organisations, Parish Councils and Cambridgeshire County Council to improve services through partnership
- making South Cambridgeshire District Council more open and accessible
- achieving improved customer satisfaction with our services
- ensuring that the Council demonstrates value for money in the way it works

Aim B. We Are Committed to Ensuring that South Cambridgeshire Continues to be a Safe And Healthy Place for You and Your Family, by -

- working closely through our Crime and Disorder Reduction Partnership to reduce crime and the fear of crime
- working with partners to combat Anti Social Behaviour
- promoting active lifestyles and increasing opportunities for sport and recreation to improve the health of all age groups
- understanding where health inequalities exist and focusing on areas of need

Aim C: We are Committed to Making South Cambridgeshire a Place in which Residents can Feel Proud to Live, by -

- making affordable housing more available to local people
- ensuring that affordable housing is in balance with the community
- achieving a sustainable future for the Council's housing stock
- working with local residents to promote community cohesion and addressing the needs of the most vulnerable in the community
- extending and encouraging the use of recycling opportunities
- working to improve the cleanliness of our villages
- taking account of climate change in all the services that we deliver
- promoting low carbon living and delivering low carbon growth through the planning system

Aim D: We are Committed to Assisting Provision of Local Jobs for You and Your Family, by -

- working closely with local businesses
- promoting economic development
- using cultural activities effectively to promote tourism

Aim E: We are Committed to Providing a Voice for Rural Life, by -

- protecting existing communities, villages and the countryside
- working more closely with Parish Councils and local Groups
- implementing planning policies to achieve successful new communities
- maximising planning gain for neighbouring communities

- playing our part in improving rural services including transport links

4.2 Each year the Council also sets a number of specific Council Actions to give clear political direction to managers and their staff. The Aims, Approaches and Actions form the context for service planning and PDRs.

4.3 The achievement of the Aims, Approaches and Actions will depend on many of the same skills and capabilities mentioned in the previous sections. Particular workforce issues are discussed below.

- a) The ability and capacity to work effectively in partnerships and engage with stakeholders and communities will be key skills in delivering the Council's objectives through the Sustainable Community Strategy and the Local Area Agreement. This will be an important part of management development.
- b) Despite the current economic slow down, there will continue to be a long term need for a wide range of skills required to plan, develop and project manage the growth areas. Work will continue with partners, taking advantage of external funding opportunities, to ensure that we have the requisite skills in areas such as planning, urban and landscape design and the development of community buildings.
- c) Our workforce will need to grow in order to provide services to an expanding and changing population. This will not happen evenly and is a process, which will require careful management - not least at the present time when the economic downturn has reduced the need for development related staff, but the situation will change as the economy and house building recover. Services may have to absorb some additional service demands until additional staff resource can be justified. The Growth Areas Project Team will provide growth area population projections to service managers to enable them to manage their response to growth.
- d) In order to improve service provision the Council will continue to foster an awareness of customer care in various ways e.g. through training and induction; the embedding of Council values; management and leadership; communications; and performance management.
- e) Other key skills in delivering the Council's objectives and cost effective services include procurement; project management; financial management; and sustainability.

Council Values

4.4 Following engagement and discussions with staff and Members, the Council has adopted four Council Values:-

- Customer Service
- Mutual Respect
- A commitment to improving services
- Trust

4.5 Work is continuing for 2009/10 to embed the values, starting with workshops to identify appropriate behaviours and action plans, with the aim that significant progress will have been made by the end of the current year in understanding of the values and how they can improve how the Council works; and in how they can guide decision making.

5.0 Current initiatives to address the workforce needs of the Council

- 5.1 In the last two years the Council has completed a restructuring of its senior management tiers based on -
- A Senior Management Team consisting of the Chief Executive, two Executive Directors and the joint Director of Development
 - five Corporate Managers, reporting to the Chief Executive and Executive Directors, who along with the Chief Executive, Executive Directors plus the Principal Solicitor and HR Manager form the Executive Management Team
- 5.2 A personal development and team building programme for the Executive Management Team has been completed. This has focused on personal effectiveness, leadership and strategic team working.
- 5.3 Development for managers below 2nd tier level is being addressed through the development of a competency framework and a management development programme.
- 5.4 A programme of service reviews is being carried out for service areas to identify efficiencies and improve customer service. A review of the ICT has been recently completed and HR has been identified as the next review in order to improve corporate capacity.
- 5.5 Improved communications – a number of initiatives have been introduced to improve employee communication and engagement:
- Weekly email bulletins from the Chief Executive to all staff
 - Monthly Corporate Briefings which have been significantly reviewed and developed over the last year.
 - Team meetings across all service areas
 - Re-launch of the staff newsletter
 - Chief Executive and Leader Q & A Roadshows
 - Regular displays in the Cambourne 'street area'
- 5.6 Re-launching the schools' work experience programme with the local Connexions Service to encourage young people to look at local government as a career option. Production of a student guide and more varied work placements to enable the student to gain a wider appreciation of the Council's service areas.
- 5.7 Forging links with universities to provide environmental health students gap year placements.
- 5.8 Joint Growth agenda recruitment initiatives with Cambridge City, Cambridgeshire County and Horizons to attract good quality planning, urban design and community development staff. The formation of a joint Urban Design Team between South Cambridgeshire and Cambridge City Councils.
- 5.9 Increasing involvement of staff in the service-planning regime. Over 200 staff were involved in service plan away days in September 2008.
- 5.10 Other current initiatives (Investor in People, Values, Equality and Diversity and response to the staff survey) have already been described earlier in this plan.

Medium Term Financial Strategy

- 5.11 The Council continues to face a challenging financial position through unfavourable government grant settlements; a relatively low level of Council Tax; limited opportunities for

income generation; and the need to provide resources for growth. The Council has been able to include limited provision for new staff resources in the budget for 2009/10 (in ICT; Information Management; equalities; and revenues and benefits). However, there will be no scope for any new workforce resources in 2010/11 and 2011/12. In addition, the Council is committed to achieving efficiency savings and £325,000 additional savings in 2009/10 onwards in order to achieve a sustainable Medium Term Financial Strategy.

- 5.12 This position on the General Fund coupled with the need to make significant savings on the Housing Revenue Account, following the Housing Futures ballot, will place pressures on managers and staff across the Council to be more challenging about how things are done. There will be pressure on HR and managers to find and implement solutions. Communications and change management skills will be important.

6.0 Principles Underlying the Plan

Importance of staff to the organisation

- 6.1 The Council recognises the heavy reliance placed on its employees in delivering services to the people of South Cambridgeshire. It appreciates the valuable contribution made by staff – and the appreciation of their skills – to the success and stature of the authority. The plan recognises that staff who develop our long-term plans and those who provide the frontline services to our customers will help to shape the future of our communities. It is essential that the plan underpins and facilitates the achievement of the Council's corporate objectives and service priorities.
- 6.2 There must be strong links to :-
- Service plans, personal objective setting and personal development plans set by the personal development review (PDR) process so that every employee can recognise how they can contribute to the achievement of the Council's objectives
 - Medium term financial strategy
 - Performance management framework
 - Training activity leading to improved performance outcomes

Driving cultural change

- 6.3 We recognise that changes to the way we work need to be supported by cultural change across and through the organisation. The first steps to cultural change have taken place with the formation of the new senior management team and executive management team structures. This has been supported through the development and communication of Council objectives and values and through the greater involvement of staff in service planning and development of "golden threads" between the Council Objectives, service plans and personal objectives.
- 6.4 Work is also continuing through the implementation of Council Values; staff engagement work in response to the staff survey; embedding a culture of customer service through Service First; focus on performance management; and the promotion of Equality and Diversity. The Council has established the Performance Improvement Group to promote an approach to performance improvement which is based on respect, a blame-free approach to performance improvement, empowerment of staff and teams, and the development of skills and learning.

Smarter Working

- 6.5 The Council will need to investigate, consider and implement 'smarter' ways of working which will bring improvements in terms of service delivery, or greater efficiency, or cost benefits, taking every opportunity to secure staff involvement, motivation and encouragement for change, and a greater focus on the Council's priorities and objectives. We recognise that to be successful we must not make the change to people – change will only be successful by involving and working with people.
- 6.6 We recognise that partnership working is the way forward in delivering key improvement to services for local communities. Recent legislation and national guidance has emphasised the need to work with the Local Strategic Partnership and the LAA Board (Cambridgeshire Together) to achieve improved services and quality of life outcomes. To do this we will need to identify skill gaps and develop employees to maximise opportunities to work in partnership with other organisations. This can be achieved by:-
- a) discussion with our partners (Cambridgeshire County Council; other County authorities; voluntary sector; public sector organisations) to identify potential areas of joint procurement and partnership working
 - b) ensuring that the process is managed in such a way to ensure that relevant staff are fully involved and that managers and elected members have the necessary leadership skills to drive the change
 - c) 'One Council' approach with an end to narrow silo behaviour at departmental and portfolio level.
 - d) an inclusive Council where all staff and Members feel that they can contribute. In particular, involving 2nd and 3rd tier officers in strategy and policy development.
 - e) Ensuring that our staff resources are directed towards key partnerships through which we can be most effective.

Achieving flexibility

- 6.7 The Council has recognised that it needs to be flexible and adaptable to enable it to be responsive to the change agenda. Our personnel policies, procedures and practices must support and facilitate flexibility in resourcing the Council's service areas.
- 6.8 The HR team, staff representatives and senior management will continue to review personnel policies to ensure that they are responsive to both the needs of its employees and customers. A policy review programme has been agreed with auditors.
- 6.9 All job roles are reviewed as they become vacant to ensure that future service needs are considered. Job descriptions and person specifications will be revised to include skills and competencies required for the role.
- 6.10 Appropriate use will be made of temporary and fixed term contracts, partnership working and shared service initiatives. Greater emphasis placed on monitoring and review of job descriptions and person specifications, through the appraisal process, to ensure that they accurately reflect organisational needs.
- 6.11 The Council will continue to enable its staff to work more effectively and balance work and home commitments through flexible working arrangements. Policies and procedures are already in place for compressed hours; part-time working; working from home. These and other flexible working practices will continue to be supported and developed.

Developing staff, Building capacity

- 6.12 Continued focus on the Council's commitment to developing staff with particular emphasis on ensuring that managers and staff have the necessary skills to manage change, manage projects, meet new roles, provide effective leadership and deliver high performance – ie focusing on:
- Succession planning
 - Introducing management and supervisory training and development based around core competencies
 - Delivering project/change management training
 - Arranging training awareness on cross crossing issues such as Equality/Diversity, Safeguarding and Performance/Absence management
 - Effective monitoring of Personal Development Plans set under appraisals

Partnership

- 6.13 Partnership is and will continue to be an essential means by which the Council achieves its objectives – through strategic partnerships such as Cambridgeshire Together and the Local Strategic Partnership and more operational partnerships such as the effective working with partners on growth area issues and the joint Urban Design team. The Council will continue to ensure that Members and officers have the skills to maximise opportunities for partnership and will look to improve effectiveness and efficiency through joint working.

Barriers

- 6.14 The main barriers to achieving the workforce for the future include:
- a) Financial pressures – affecting the Council's ability to be an employer of choice in terms of salary and benefits
 - b) Financial pressures – affecting the Council's ability to deliver technical and managerial development programmes to ensure that staff have the right skills
 - c) Financial pressures – affecting the Council's ability to take advantage of apprenticeship initiatives to 'Grow Your Own'
 - d) Marketing/Branding/Media publicity – the Council's standing in the local government and employment market place could be adversely affected by continuing 'Bad News' stories.
 - e) Lack of management capacity – resulting in staff resources not being focused on our priorities to ensure the most effective use of resources.

Ensuring that the Council is 'fit for purpose'

- 6.15 The Council recognises that it must continue to evolve and develop in line with external and internal influences. This evolution means that it must ensure that it is structured in the best way to meet both the strategic and service demands generated or influenced by:
- a) The local community – which influences the Council's overall priorities and objectives. The consultation strategy and public involvement provides the framework for continuous review
 - b) New legislation and central government requirements
 - c) 'Best practice' and innovation
 - d) Audit and inspection

- e) Corporate governance arrangements to reflect the needs, and be supportive of the organisation

Pay and Reward

- 6.16 The introduction of new equalities legislation and increase in equal pay claims and the change employment marketplace mean that the job evaluation scheme and pay structure are no longer fit for purpose. The Council has commenced a major project to undertake a full job evaluation review during 2008/2009 with a view to introducing the NJC scheme for local government. A new pay and grading structure will be developed and introduced in order to meet the requirements of Single Status.
- 6.17 The new pay and grading structure will need to meet the following:
 - a) Pay equality
 - b) Encourage and reward excellent performance
 - c) Affordable for the authority
 - d) Able to meet recruitment and retention needs for the future

7.0 The objectives of the Plan

The most important issues to be addressed by the Plan

- 7.1 In summary, the most important issues, which the Plan must address, are: -
 - a) The development of effective leadership and clarity of vision, together with communication and cultural change. This and the development of a whole Council approach around agreed values are essential if the Council is to remain focused on improving services and meeting future challenges within limited resources.
 - b) Skills development – particularly generic and management skills such as project and change management, performance management, customer relations and partnership working. Supporting the development of effective management, particularly at the second and third tiers, is essential to achieving the Council's aims. However, a learning and developing approach across the whole workforce will be important in a changing work environment. It is the skills and abilities of the workforce on which the Council's future depends.
 - c) Addressing recruitment and retention issues and the introduction of succession planning arrangements to ensure that the workforce is engaged and committed to delivering excellent services. The Council's approach must therefore be one of employee engagement, training, development, flexible working and making the Council an attractive place to work through the full package of working conditions and work satisfaction.
 - d) A skilled and engaged workforce which is representative of the communities in the district, and which matches the demands upon it. In the medium term, this is particularly important in the context of the growth agenda, where a range of skills will be required for the planning and development of the new settlements and the workforce will need to grow in a planned and co-ordinated manner to provide services for the new residents.

The Objectives of the Plan

- 7.2 In the light of the foregoing paragraphs, the following objectives reflect the needs of the Council in adapting to external pressures and meeting its objectives in the medium term:-

Workforce Plan Objectives:

To enable the Council to achieve a workforce to deliver its objectives by:-

- **Enhancing leadership and management**
- **Enhancing the skills and motivation of staff to meet the changing work environment and maximise performance**
- **Flexibility and the ability to achieve organisational and cultural change to reflect changing needs**
- **Working towards a workforce and structure which reflects the Council's objectives and future needs.**

- 7.3 These objectives reflect best practice guidance from the Government that workforce plans should address the following issues:-

- a) Organisational development and transformation
- b) Leadership capacity
- c) Workforce skills and capacity
- d) Recruitment and retention
- e) Pay and rewards

Delivering the Objectives – Action Plan

- 7.4 The Council will deliver the above objectives through the Action Plan set out in Appendix 2.

Measures of Progress

- 7.5 How will we know we are making progress? The principal means will be through the achievement of the Action Plan. The contents of the Action Plan will be included within the Council's normal performance management framework – i.e. in Service Plans, appraisals and the Performance Plan and major actions included in the quarterly monitoring reports to Management Team and Cabinet.
- 7.6 Ultimately, the success of the workforce plan is measured by the effectiveness of the Council in delivering its objectives and performance in relation to performance indicators relating to service performance and service quality.
- 7.7 The Council already has a number of national and local performance indicators, which relate to this plan and are valuable in measuring progress on key matters relating to workforce matters:

- Training
- Turnover
- Sickness absence
- Retirement
- Equalities
- Satisfaction of employees with the Council as an employer

- 7.9 The regular staff survey is also a key indicator of workforce views, employee engagement and satisfaction.

Reviewing the Plan

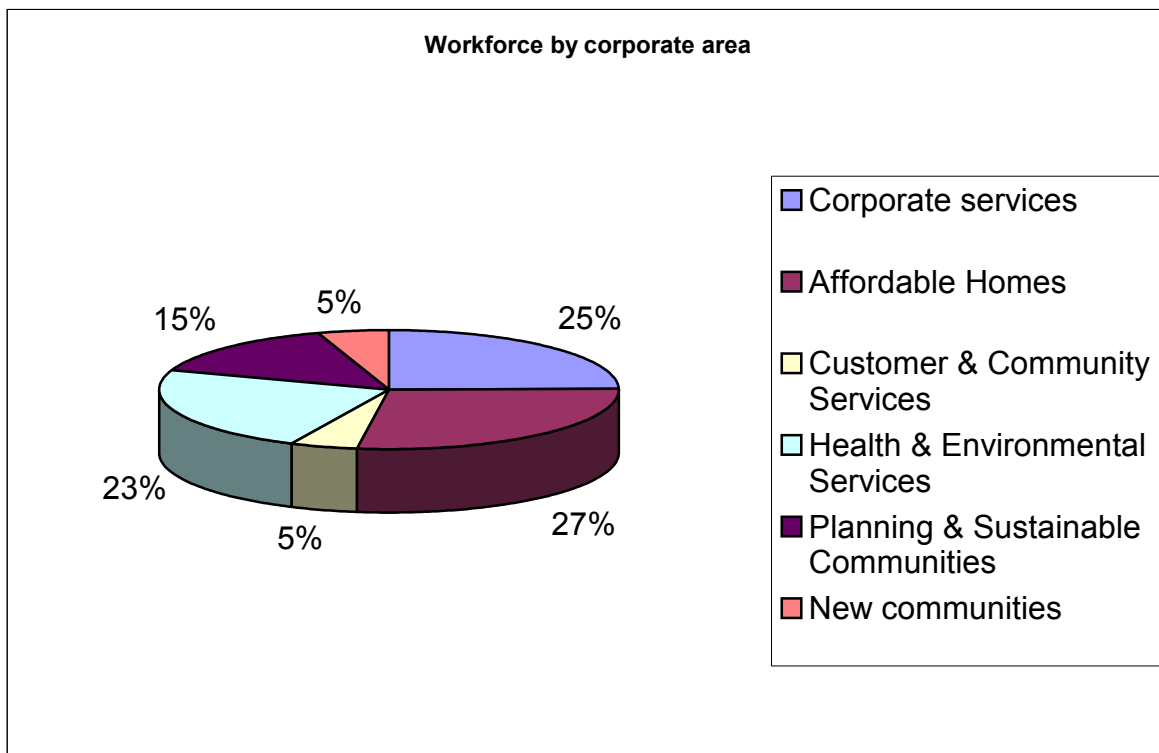
- 7.10 The Workforce Plan will be revised annually to enable:-
- the review to take into account the views of Members on priorities and budget setting, service planning and service areas on their individual workforce needs
 - the outcome of the review to feed into the annual update of the Medium Term Financial Strategy
 - the outcome and recommendations from any inspections and audits to be incorporated.
- 7.11 In 2010 a more radical review of the Plan will take place and will be subject to more extensive consultation with Members and staff and review in the light of national guidance and best practice.

KEY WORKFORCE STATISTICS

Employee Numbers

The Council employs 490 people across a wide range of service areas. This figure excludes any casual employees. Department sizes show that three quarters of the workforce are employed within Corporate, Environmental and Housing service areas and one fifth of staff are located in Planning and New Communities.

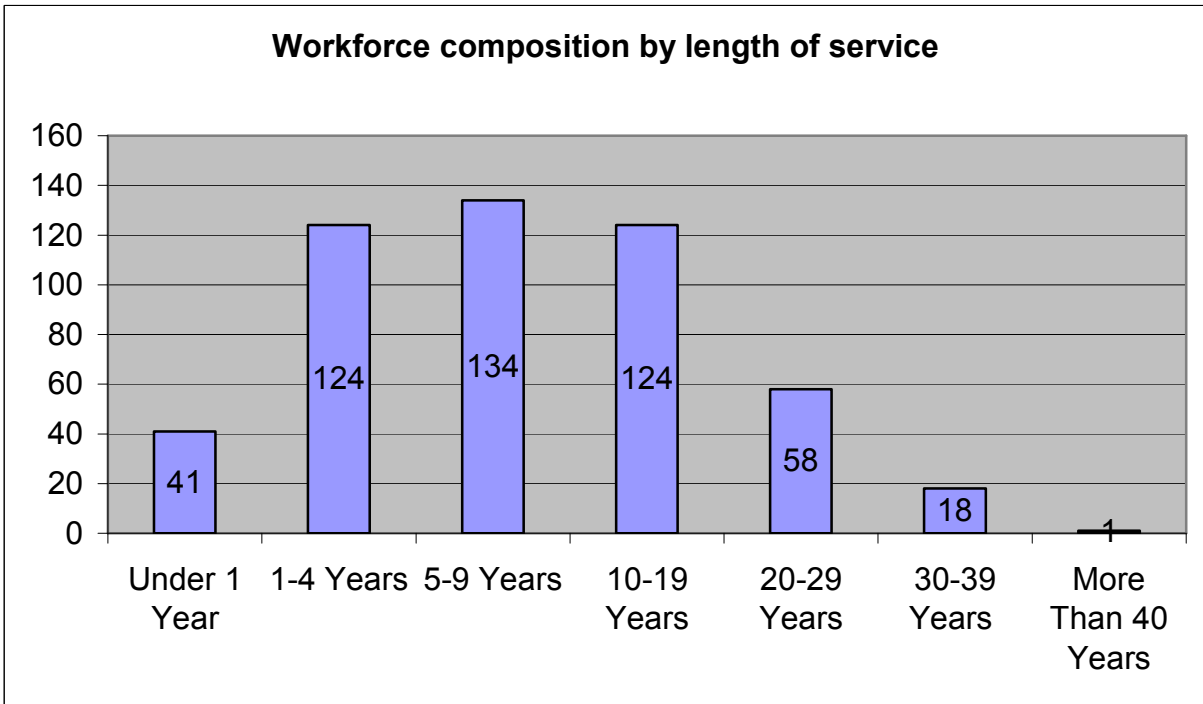
Department sizes



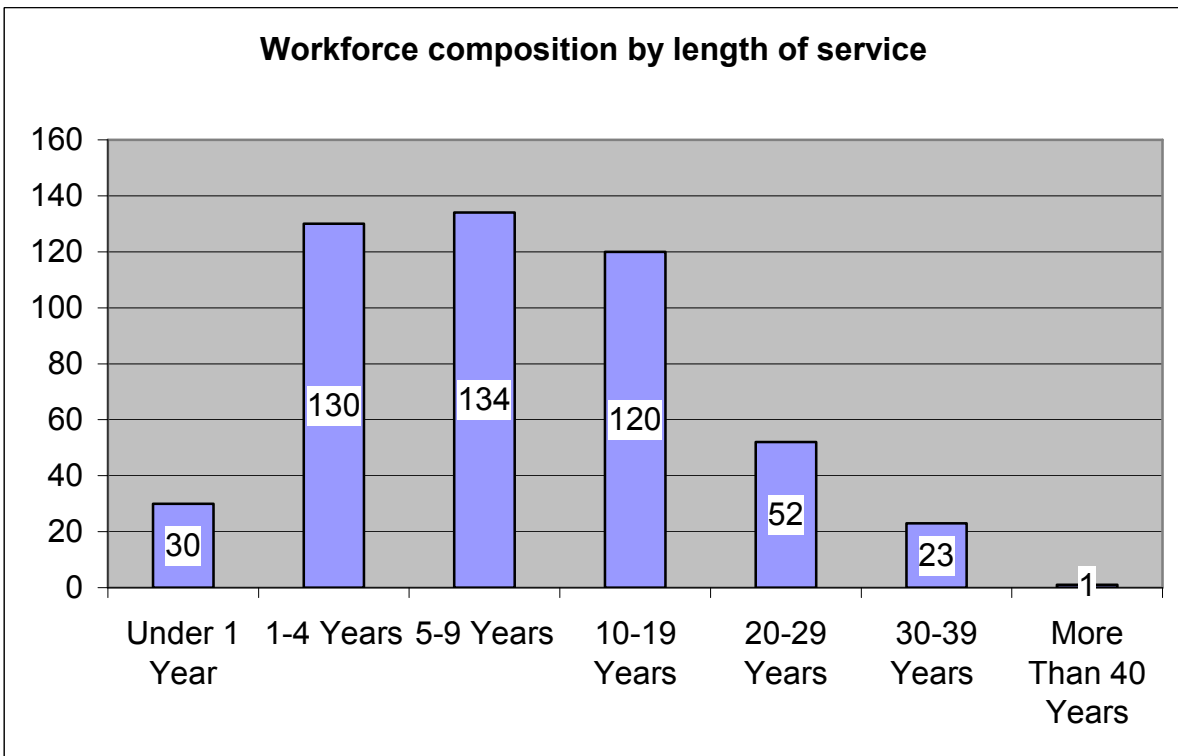
(as at 27 May 2009)

Since the last WfP, the Council has restructured into 6 Corporate service areas. The Chief Executive combined a number of direct reports including elections, policy and customer service into a new corporate area – Customer and Community Services. Legal and HR Payroll were moved into the Corporate Services area. The largest department is Housing Services, with 27% of the workforce, this includes Sheltered Housing, Housing Options and property services and maintenance.

Length of service of employees



(as at 31 March 2008)

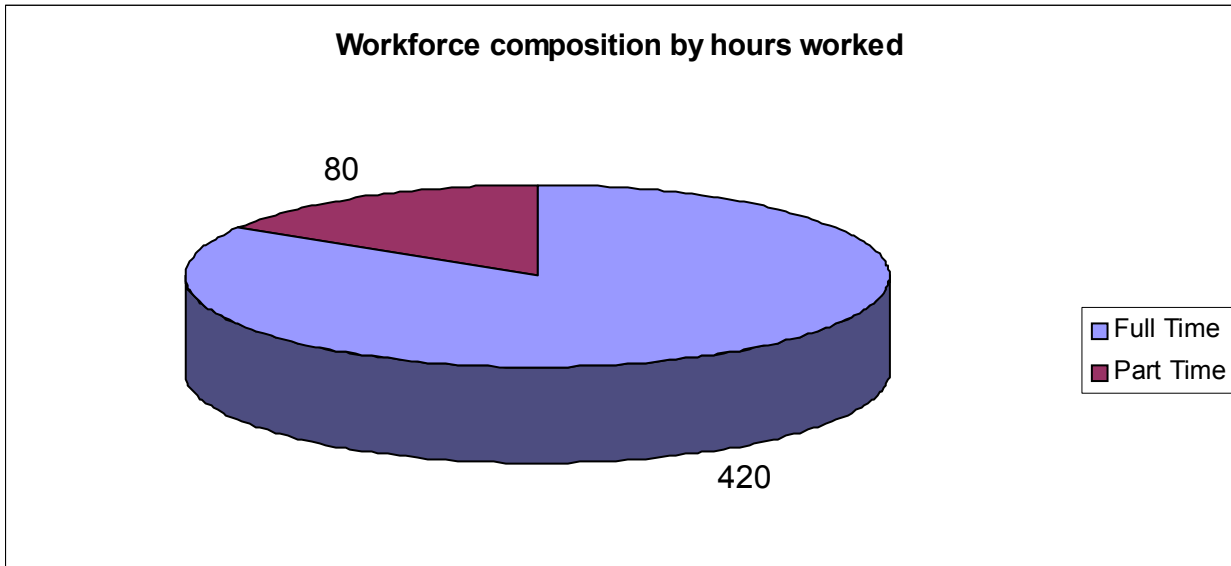


27 May 2009)

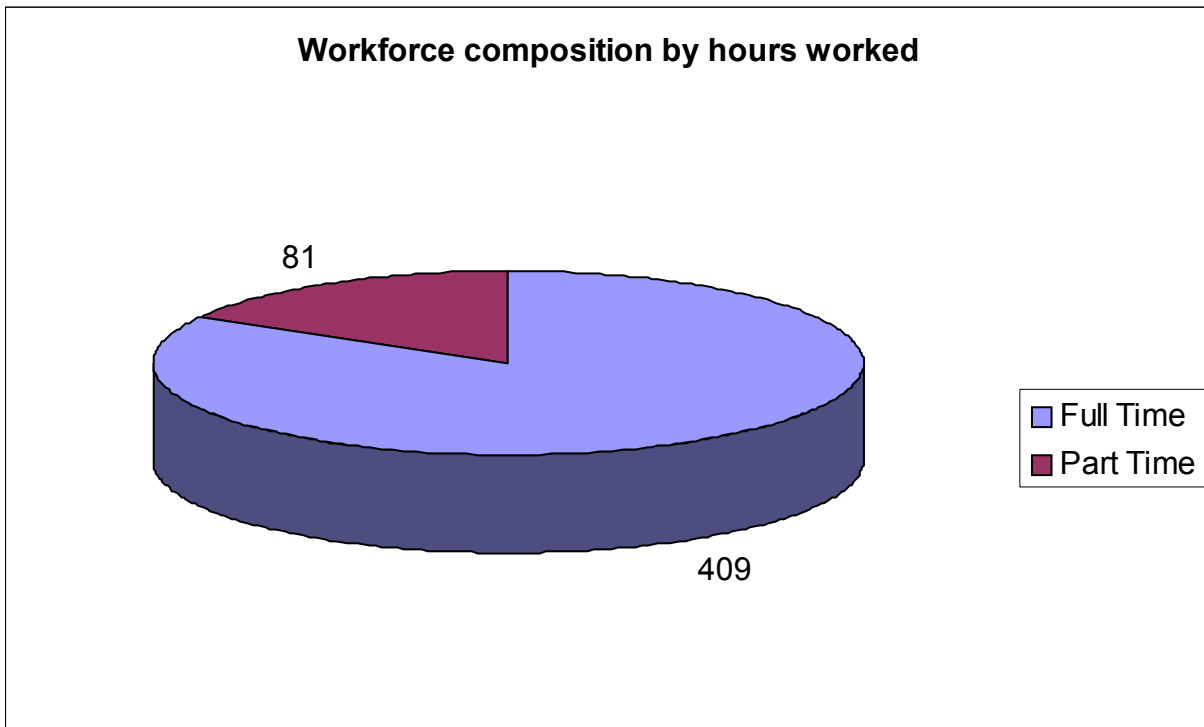
(as at

Breakdown of Full and Part time employees

Over 16% of the Council's workforce has requested working part time hours, and in particular there has been a slight increase in the number of male part time workers (12 part time men and 68 part time women) employed by the Council. Reasons for this include, the number of requests to work part time following maternity leave and for elder care responsibilities.



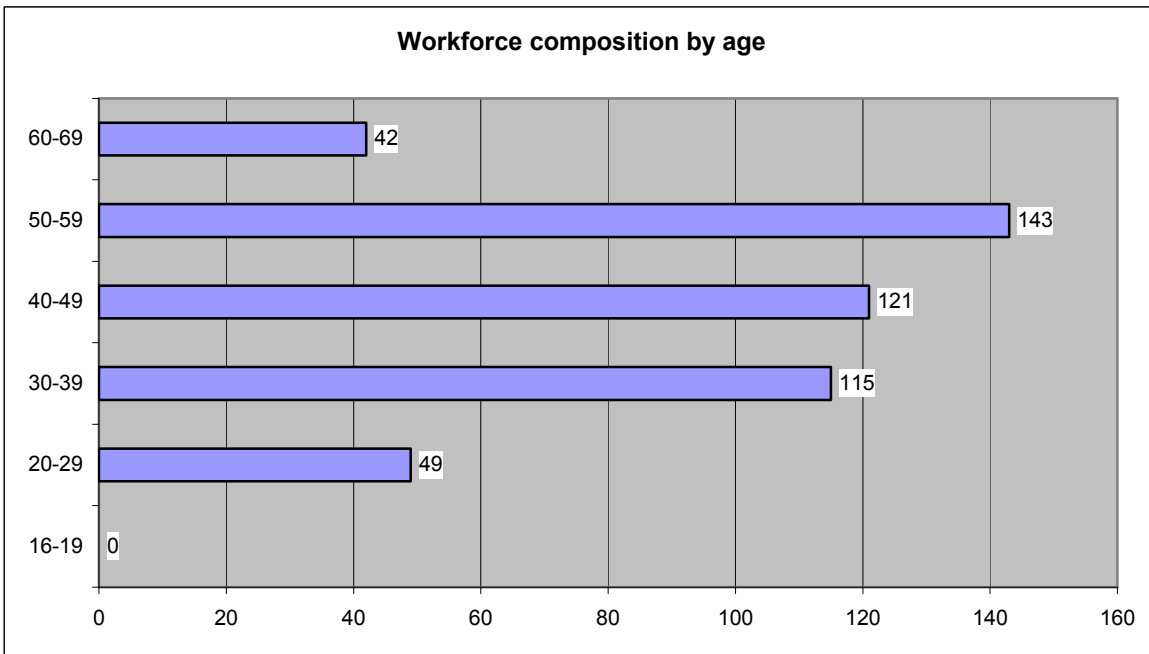
(as at 31 March 2008)



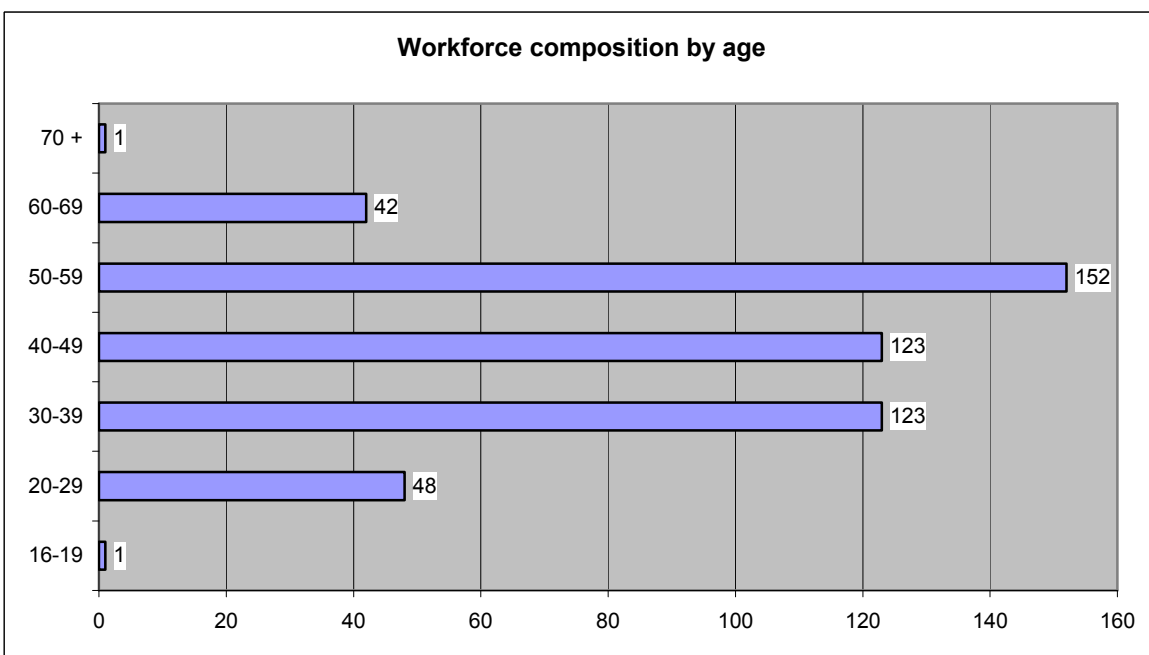
(as at 27 May 2009)

Breakdown of current workforce by age

The tables below show the breakdown of employees by age. There has been no change in the overall composition in the last 3 years. The highest category being in the 50 years plus group where this represents 31% of the workforce. Only 10% of the workforce are below 29 years. A high number of retirements are predicted in the next 5 years.



(as at 31.03.08)

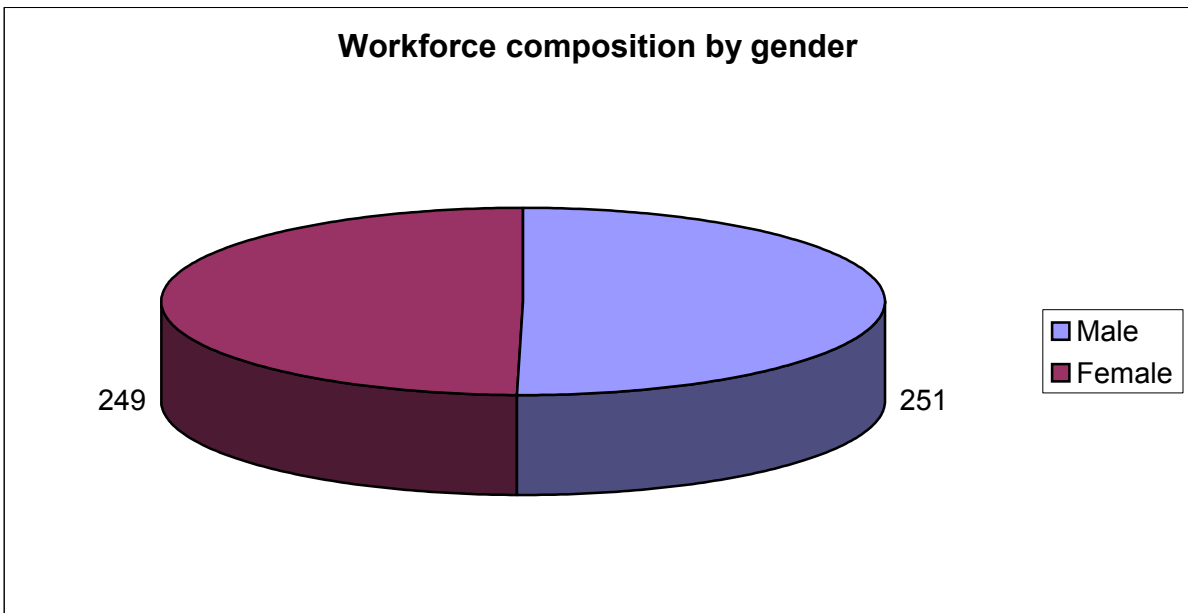


27.05.2009)

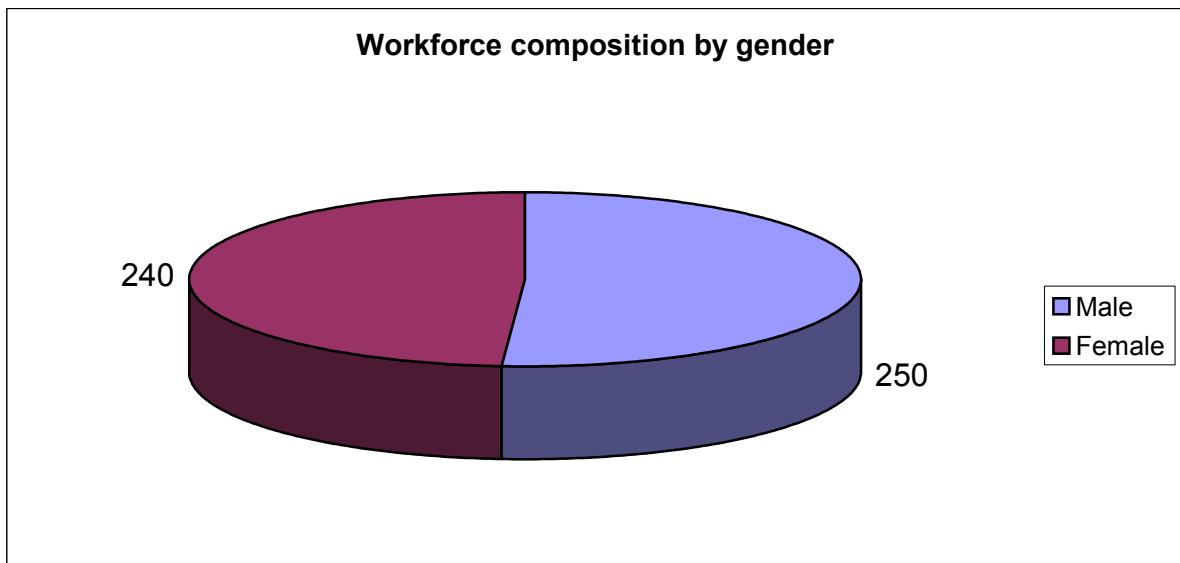
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Gender composition

The total workforce is fairly evenly split in terms of gender (50.2% male and 49.8% female). There are predominantly more men in the following service areas: ICT, Housing Repairs, Environmental Health and Waste management. Women represent a higher proportion of the workforce than men in Revenues and Benefits, general administration and Sheltered Housing service areas. This is a normal trend in these occupational areas.



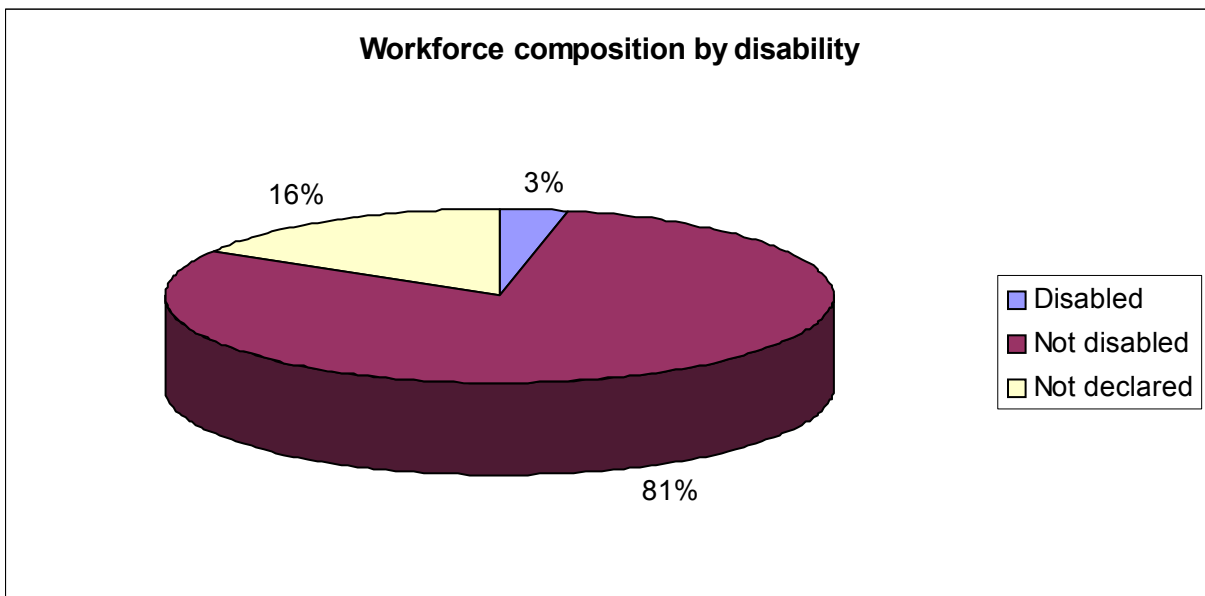
(as at 31 March 2008)



(as at 27 May 2009)

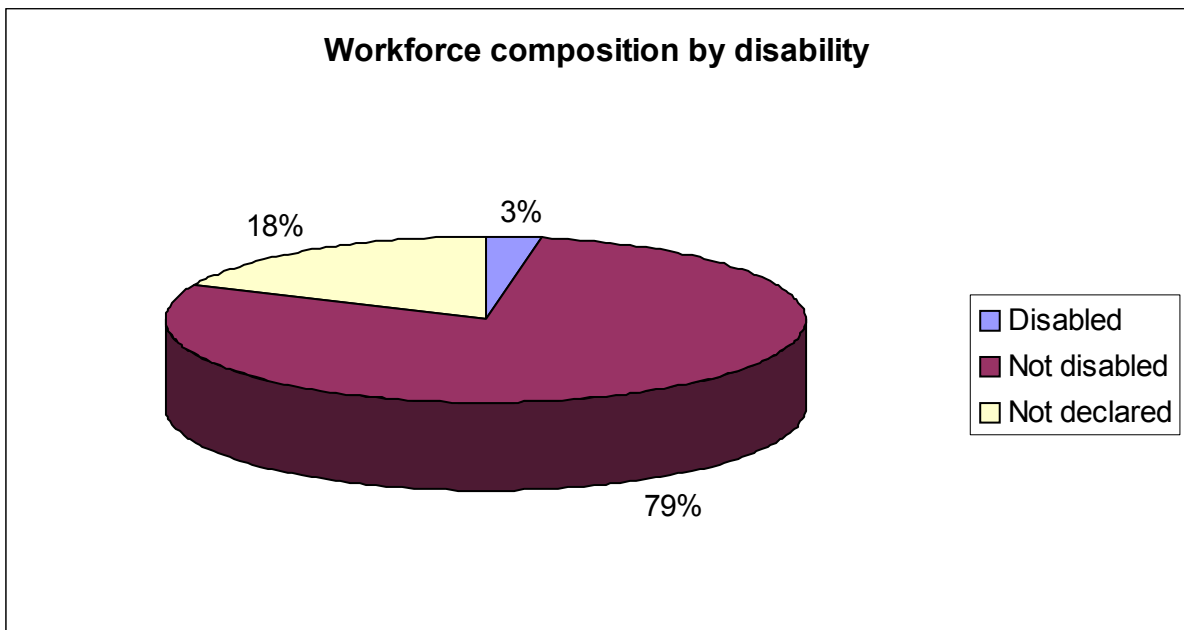
Percentage of staff declaring that they have a Disability

Employees are asked to declare whether they consider themselves to have a disability as defined under the Disability Discrimination Act 1995 for the purposes of disability equal opportunities monitoring information.



31 March 2008)

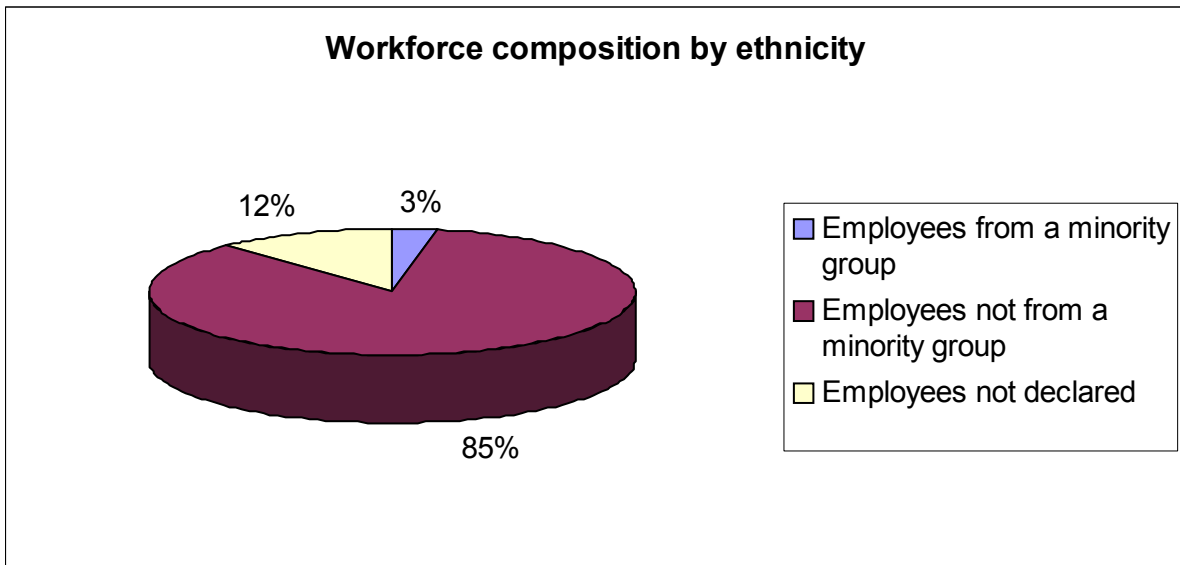
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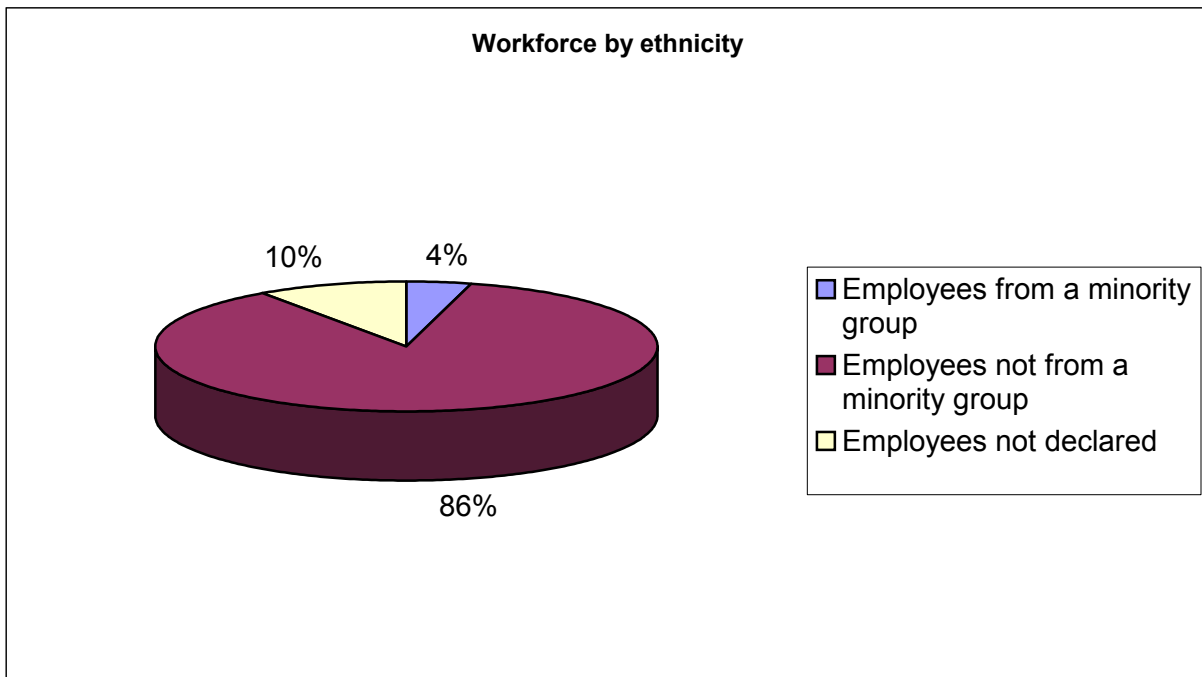
(as at 27 May 2009)

Ethnicity

The Council collects data on employee breakdown by ethnic group as defined by the census. There has been a 1% increase in the number of employees representing a minority ethnic group.



(as at 31 March 2008)



(as at 27 May 2009)

Turnover

Staff turnover (voluntary leavers) remained stable during the period 2006 to 2008 at around 10% per annum. However there has been a dramatic fall in turnover during 2008/2009, and turnover is currently at 5.5%, possibly due to the economic downturn. There are no particular trends for reasons for leaving although career progression is the reason most often recorded.

Year	Actual	Year end target
2006/2007 (year end)	9.40%	13.00%
2007/2008	9.54%	11.00%
2008/ 2009	5.5 %	11.50%

Very low turnover rates are an issue for organisations. Some staff will perceive that there will be less opportunities for promotion and progression. New ideas, skills and approaches will not flow into the organisation and it will be difficult to influence the diversity profile.

Revised Workforce Plan 2009 to 2012 - Action Plan

	Action	Who	When			Resources
			9/10	10/11	11/12	
	Objective 1: Enhance leadership and management					
1	Continue programme of Member mentoring and leadership courses	RM	✓	✓	✓	Current budget/Improvement East funding
2	Continue development of Executive Management Team	SMT/PS	✓	✓	✓	Current budget/Improvement East funding
3	Develop and deliver learning options for supervisors & managers, based on competency scheme.	JM	✓	✓	✓	Management Development budget
4	Develop staff involvement in the service plan process	PS	✓	✓		Within existing resources
5	Continue to develop and improve corporate briefing and feedback process	GH	✓	✓		Within existing resources
6	Embed Council values through: <ul style="list-style-type: none"> • Workshops for staff, managers & Members • Involving staff in developing ways of working to the values in their services. • Communications • Induction • Reviewing corporate processes 	GHJ/SMT	✓	✓	✓	Within existing resources
	Objective 2: Enhance skills and motivation to meet the changing work environment and maximise performance					
7	Develop an action plan following Investors in People assessment Deliver improvements to ensure progress towards reassessment.	SGC/IC IC/SMT	✓	✓	✓	Within existing resources
8	Develop a training policy to ensure a consistent approach to the allocation of training and value for money (to be addressed as part of IIP accreditation)	JM	✓			
9	Actions to achieve level 3 of the Equalities Standard the Council to promote equality and diversity in the workforce – including: <ul style="list-style-type: none"> • review of recruitment procedures, forms and advertising • staff training in equalities 	JM/ Equalities Steering group	✓ ✓	✓ ✓		Within existing resources
10	Carry out job evaluation and implement new pay structure with a	SGC	✓	✓		Resources identified in MTFS

	Action	Who	When			Resources
			9/10	10/11	11/12	
	view to meeting Equal Pay requirements					
11	Continue Improvement to induction for new starters, including introduction of e-induction	LS	✓	✓		Within existing resources
12	Staff survey – complete survey; publicise results and planned actions to address the findings	IC/SGC	✓		✓	Subject to outcome of survey
13	Continue review of flexible working practices to aid diversity and support retention and recruitment	SGC	✓	✓		Within existing resources
14	Improve staff engagement in performance improvement through the implementation of the Performance Improvement Strategy and use of CorVu.	PS	✓			Within existing resources
15	Improve employee engagement and involvement through implementation of initiatives through Staff satisfaction group	SGC/GH/SMT	✓	✓		Budget to be identified for specific projects
16	Actions to improve sickness absence rates, including: <ul style="list-style-type: none"> improved reporting/monitoring data manager training wellbeing strategy and health promotion events reducing accidents at work 	SGC/EMT	✓	✓	✓	In conjunction with H & S advisor and Env Health - Resources unknown
	Objective 3: Flexibility and the ability to achieve organisational change					
17	Continue to develop competency framework:- <ul style="list-style-type: none"> Extend framework to other posts Include competencies in recruitment & appraisal process 	JM	✓	✓ ✓	✓	In conjunction with service managers- within existing resources
18	Continue to develop change management procedures, policy and support	SGC	✓	✓		Within existing resources
19	Service review of HR service to identify future resourcing needs and to include IT system support requirements	PS/SGC	✓			
	Objective 4 – work towards a workforce and structure which reflects the Council’s objectives and future needs (including recruitment and retention)					
20	Review of succession planning requirements	EMT/IC	✓	✓		Potential resource issues
21	Embed the workforce planning element of service planning including supporting services in developing succession plans.	PS/ Corporate Managers	✓	✓		Within existing resources
22	Planning for growth – Growth Area Project Team to ensure that	TB	✓	✓	✓	

	Action	Who	When			Resources
			9/10	10/11	11/12	
	services have up to date growth projections to enable them to plan impact on services and future workforce requirements.					
23	Continue to develop a structured approach to career development (grow your own etc), drawing on secondments, mentoring, plus establishment of career grades, applying to services where recruitment/ retention has been a problem	SGC/CM	✓	✓	✓	
24	Continue to adopt a proactive approach to absence management, including support for managers; improved trigger reporting; and support for active lifestyles.	SGC/JM	✓	✓	✓	
25	Review and revise housing workforce in the light of the ballot to retain the Council's housing stock.	SH	✓	✓		
26	Implementation of the action and team building plan for the improvement of the ICT service following the recent review	SGC/ AC	✓			Resources approved as part of the review.
27	New Communities service review	JMi	✓			
28	Review means of attracting under represented groups in our workforce	PW/JM	✓			
	Other					
29	Adopt new Workforce Plan (2010) and carry out annual reviews to fit in with service planning cycle	SGC/PS	✓	✓	✓	
30	Deliver a corporate programme of Safeguarding training to meet the requirements of the 'Every Child Matters' agenda	SGC/SHampson	✓			

AC = Alex Colyer
CM = Corporate Managers
GHJ= Gareth Jones
IC= Ian Cawthra
JM = Jill Mellors
JMi = Jo Mills
LS= Lindsey Smith
MB = Margaret Bird

PS = Paul Swift
RM = Richard May
SGC = Susan Gardner Craig
SH = Stephen Hills
SMT=Senior Management Team
TB= Tom Barrance

SOUTH CAMBRIDGESHIRE DISTRICT COUNCIL

REPORT TO:	Leader and Cabinet	10 September 2009
AUTHOR/S:	Executive Director (Corporate Services) / Head of Accountancy	

TREASURY MANAGEMENT 2008/09

Purpose

1. To report on the performance of the treasury management function
2. This is not a key decision but reporting to Cabinet on performance is a requirement of the Investment Strategy and it was first published in the June 2009 Forward Plan.

Background

3. The Investment Strategy approved by Cabinet on 12 March 2009 requires an annual report to be presented to Cabinet after the end of the financial year.

Considerations

4. Investments at the end of the year were:

31 March 2008 £		31 March 2009 £
	Local Authorities	
3,000,000	Clearing Banks	4,000,000
3,500,000	Banks, other	1,500,000
345,000	Money Market Funds	865,000
	Building Societies with assets:	
5,000,000	greater than £10,000 million	4,000,000
4,000,000	between £5,000 million and £10,000 million	1,000,000
11,500,000	between £1,500 million and £5,000 million	11,000,000
2,000,000	between £350 million and £1,500 million	1,000,000
29,345,000	Total	23,365,000
	Principal Investments analysed by maturity	
0	2007/08	0
22,345,000	2008/09	0
3,000,000	2009/10	18,365,000
2,000,000	2010/11	1,000,000
1,000,000	2011/12	1,000,000
1,000,000	2012/13	1,000,000
0	2013/14	2,000,000
29,345,000		23,365,000

5. The Council is a member of a benchmarking club on treasury management, which is organised by the Chartered Institute of Public Finance and Accountancy. The results

of this benchmarking exercise for 2008/09 were issued in early August and the results over the last five years are shown in **Appendix A**.

6. The results for 2008/09 show that South Cambridgeshire achieved a return of 5.61% on combined investments (less than and more than 365 days) compared to 5.36% for its comparator group and 5.26% for the overall group. South Cambridgeshire was third highest in the comparator group of 13 other organisations and nineteenth highest in the overall group of 128 other organisations.
7. The performance target is a greater return than average over a five-year rolling period. For 2008/09, a better than average return was achieved compared to the comparator group and to the overall group. Over the five-year period the target has been met.

Options

8. Options include:
 - (a) Out-sourcing; however, external managers usually require a minimum of £10 million for a period of at least three years and, with the reduction in capital receipts and other reserves, these requirements cannot be met;
 - (b) The Investment Strategy restricts the range of counterparties and weekly monitoring of credit ratings and bank financial strength ratings restricts this range even further. The range of counterparties could be extended but any additions would need to be subject to an assessment of risk as the successful identification, monitoring and control of risk is the Council's prime criteria for measuring the effectiveness of treasury management; and
 - (c) External treasury management consultants are used by many local authorities but a bid for this was not recommended in November so there is no budget for this.

Implications

9. The in-house treasury management function achieved an average rate of 5.61% on combined investments compared to an overall group average of 5.26%. The differential of 0.35% on the average amount invested of £31.90 million during the year amounts to higher interest of around £112,000.
10. The cost of the in-house investment function, excluding cash flow forecasting and planning and control, is estimated at £150 per million invested compared to an overall group average per million invested of £460 for in-house costs plus £1,450 for external fund managers. Accurate comparisons of costs on a true like for like basis can be complex and time-consuming and there may be some questions over the validity of benchmarking data on costs.

11.	Financial	As above
	Legal	None
	Staffing	None

Risk Management	The main risk is loss of principal and the action taken to minimise this risk is to restrict: <ul style="list-style-type: none"> the range of counterparties to local authorities, United Kingdom and other banks specifically approved by Cabinet, building societies and money market funds with weekly monitoring of credit ratings and bank financial strength ratings; the type of investments to non negotiable where the amount repaid is always the same as the amount invested; and dealing only in investments denominated in £ sterling with payments and repayments only in £ sterling.
Equal Opportunities	None

Consultations

12. None

Effect on Strategic Aims

13.

Commitment to being a listening council, providing first class services accessible to all.
Commitment to ensuring that South Cambridgeshire continues to be a safe and healthy place for all.
Commitment to making South Cambridgeshire a place in which residents can feel proud to live.
Commitment to assisting provision for local jobs for all.
Commitment to providing a voice for rural life.
This report has no direct implications for any of the Strategic Aims but any increase in interest received (commensurate with risk) may allow for virement to individual services to assist in the achievement of actions to support those aims.

Conclusions/Summary

14. The in-house treasury management has achieved a good performance in 2008/09 at a minimal cost.

Recommendation

15. It is recommended that Cabinet note the performance of the treasury management function.

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

Contact Officer: Adrian Burns, Head of Accountancy, Telephone: (01954) 713072
Sally Smart, Principal Accountant, Telephone: (01954) 713076

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Treasury management Investment Performance	2004/05			2005/06			2006/07			2007/08			2008/09		
	SCDC Ranking	Group Size		SCDC Ranking	Group Size		SCDC Ranking	Group Size		SCDC Ranking	Group Size		SCDC Ranking	Group Size	
Money Market Funds															
SCDC										5.70%			4.39%		
Comparable Group										5.81%	4	5	4.05%	2	8
Overall Group										5.74%	19	42	3.90%	16	57
Less than 365 days (in-house, fixed term and callable)															
SCDC	4.69%	20	124	4.66%	92	134	4.89%			5.92%			5.67%		
Comparable Group	4.64%	3	11	4.74%	9	11	4.92%	6	12	5.89%	6	12	5.48%	4	13
Overall Group (excluding impaired investments)	4.64%	20	124	4.72%	92	134	4.87%	41	140	5.90%	54	134	5.45%	32	128
Over 365 days (in-house, fixed term and callable)															
SCDC	5.07%	25	43	5.08%	18	42	5.05%			5.33%			5.92%		
Comparable Group	4.92%	4	8	4.94%	2	7	5.15%	7	9	5.53%	9	12	5.87%	7	12
Overall Group (excluding impaired investments)	5.06%	25	43	4.95%	18	42	5.14%	56	90	5.61%	78	107	5.87%	48	100
Combined (externally managed)															
Comparable Group	4.70%	N/A		4.66%	N/A		4.04%	N/A		4.55%	N/A		5.03%	N/A	
Overall Group (excluding impaired investments)	4.65%	N/A		4.60%	N/A		4.20%	N/A		5.54%	N/A		5.74%	N/A	
Combined Investments (fixed term, callable, call and money markets) (all period: in-house and externally managed)															
SCDC	4.84%	4	124	4.84%	9	134	4.94%			5.75%			5.61%		
Comparable Group	4.72%	2	11	4.76%	2	11	4.81%	4	12	5.65%	5	12	5.36%	3	13
Overall Group (excluding impaired investments)	4.66%	4	124	4.71%	9	134	4.83%	22	141	5.78%	92	134	5.26%	19	128

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SOUTH CAMBRIDGESHIRE DISTRICT COUNCIL

REPORT TO: Leader and Cabinet

10 September 2009

AUTHOR/S: Chief Executive / Chief Accountant / Policy & Performance Manager

**INTEGRATED BUSINESS MONITORING REPORT
FIRST QUARTER (APRIL 2009 TO JUNE 2009)**

Purpose

1. To enable Cabinet to consider the performance of the 2009/10 Corporate Plan measures.

Quarterly reporting 2009/10

2. Integrated (i.e. Finance and Performance) quarterly reports will continue to be made to Cabinet in 2009/10, to enable Members to monitor the achievement of Council Actions and other measures in the Corporate Plan 2009/10.
3. In light of the previous years' underspendings, 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.

Financial Position – April to July 2009 and Projected Outturn

Financial Position – Executive Summary

4. The Finance and Staffing Portfolio Holder receives a monthly position statement on the General Fund, Housing Revenue Account (HRA) and Capital Expenditure.
5. The information in this report indicates the following projected (under)/overspends as compared to the working estimates. These are the original estimates as approved by Council on 26 February 2009 adjusted for approved virements and additions to cash limits as approved by Council.

Area of Expenditure	2009/2010			
	July's Projected Outturn		June's Projected Outturn	
	£	%	£	%
General Fund	669,100	4.36	311,100	2.03
Housing Revenue Account (HRA)	(28,000)	(0.12)	(14,600)	(0.06)
Capital	(20,300)	(0.19)	(4,500)	(0.04)

6. The large change from the previously reported figure is mostly due to the fact that the previously reported position assumed that the balance of the Housing & Planning Delivery Grant at 31 March 2009 could be used to offset the Development Control shortfall. However, this has been earmarked to fund posts in 2009/10 in later years.

Performance – Executive Summary

7. At this very early point in the performance year, officers are predicting a very successful year. Only 1 (1%) of the Corporate Plan measures year-end targets are predicted to fail to be achieved but even this is subject to a caveat that it is too early to provide a reliable estimate.

Considerations

Financial Position - Considerations

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

Revenue

General Fund

- (a) An analysis of the under/over spends for Salary related costs, as compared to the working estimates indicates a net underspend of £66,500 an increased underspend of £56,800 from the June's reported underspend. This is mainly due to anticipated virements being identified to offset overspending areas;
- (b) **Land Charges** income is greater than expected and this is predicted £36,000 more than the estimate;
- (c) **Development Control Expenditure** is predicted to overspend by £40,000 because of £20,000 additional expenditure on the Wadlow Wind Farm appeal and £20,000 on judicial review costs;
- (d) **Development Control income** is lower than estimated owing to the slow down in the housing market and consequential effect on income. The current shortfall equates to a predicted overspend of £400,000. This projection assumes that the current downturn in income will continue for the rest of this financial year. When setting the budget back in January 2009, the assumption then was that income would return to normal levels in the second half of 2009/10 - this now seems unlikely. It has also been assumed that there will be no income this year from pre-application fees which was estimated to be £20,500.

There is expected to be a balance on the Housing & Planning Delivery Grant Reserve of £152,000 at the end of March 2010 and this could be used to partly offset the above projected overspend. However, this has been earmarked to fund current established posts in Planning and other services. If these funds are used to offset the loss of income then other savings would need to be found in later years or met from reserves such that the underlying balance on the General Fund assumed in the Medium Term Financial Strategy of £2.5 million at the end of March 2014 would have to be reduced. The minimum balance on the General Fund was increased temporarily from £1.5 million to £2.5 million specifically to take account of the uncertainties caused by the economic downturn;

- (e) **Building Control** fee income is less than estimated. The current shortfall equates to a predicted overspend of £170,000. However, this will be offset at the end of the financial year by a transfer from reserves;

(f) **Concessionary Fares**

2008/09

The County Council has not yet submitted final invoices for the cost of reimbursing bus operators for 2008/09. Anticipated outturn figures reported previously were based on information provided by the County Council in April at which time invoices for the last two periods of the financial year were still awaited from operators. The County Council provided updated figures at the end of June based on final invoices from all operators, which show the final cost of reimbursement is now expected to be £451,201, £22,700 higher than the previously reported figure thus leading to an overspend in 2009/10.

2009/10

A major operator has increased fares for 2009/10 by between 8% and 10% and this will increase the cost of reimbursement for 2009/10. The budget for 2009/10 was set at £588,000 in comparison to £433,000 in 2008/09 to allow for increased passenger journeys resulting from the new park and ride at Milton and the introduction of the guided bus way, plus other potential variations such as fare increases. It is considered to be too early in the year to predict whether this fare increase will result in an overspend of the current budget, but the position will continue to be monitored;

- (g) We are expecting to receive £91,900 **Local Authority Business Growth Incentive** grant which has been assumed to offset current planned expenditure and thus will be a corresponding underspend;
- (h) Work is on going within services to identify where the **Savings Target** of £325,000 can be made. To date £215,600 of savings has been identified. Further work is being undertaken to identify savings to make up the balance of £109,400. An updated position will form a separate report at a future Finance & Staffing Portfolio Holder meeting;
- (i) **Interest on Balances** has an expected shortfall of £300,000 of which £11,500 will be a reduction in interest attributable to the HRA balances. This is due to the rates being lower than those predicted when the budget was set;

Housing Revenue Account (HRA)

- (j) The **Building Maintenance Contractor** is predicted to have a surplus of £2,400 due to the fact they have won additional work that has been offset by additional expenditure;
- (k) **Supported Housing** is underspent by £50,000 due to vacancies but part of this will be recharged to the General Fund, thus giving a net underspend of £35,000;
- (l) **Outdoor Maintenance** is expected to underspend by £50,000 due to a reduction in the number of grass cuts and only doing essential other works. Part of this is attributable to the General Fund leaving a net underspend of £25,000;

Capital

- (m) **Acquisition of Existing Dwellings** is lower than expected and is predicted to be £100,000 less than planned;

- (n) There has been no **Right to Buy Sales** so far this year. It has been assumed that this will mean a shortfall of £800,000 capital receipts this year but a net £200,000 overspend once the reduced **transfer to the DCLG** is taken into account: and
- (o) The HRA Capital Programme allowed for £115,000 of unidentified expenditure. In light of the potential shortfall above, this amount has been used to offset the above.

Performance Management – Corporate Plan 2009/10 Considerations

10. At this very early point in the year, the performance of Corporate Plan 2009/10 measures is as follows:

1 ST Quarter Performance (As at June 30 th 2009)			End-Of-Year Estimate Performance		
RAG	Number	%	RAG	Number	%
Green	59	80 %	Green	63	85 %
Amber	13	17 %	Amber	10	14 %
Red	2	3 %	Red	1	1 %
Grey	-	-	Grey	-	-
Total	74	100 %	Total	74	100 %

11. Traffic lights (i.e. Red, Amber, Green, which are known as RAGs) are used to identify the performance for each measure (**Appendix 2** refers). The definition of each traffic light colour is:

Green	G	Target achieved or exceeded
Amber	A	Target not achieved but not missed by a significant amount.
Red	R	Target not achieved and is being missed by a significant amount

Note: Grey is used to identify a measure for which data is not yet available.

12. During the annual service planning process officers, with the PFH, set targets for each measure. With the implementation of CorVu there is now a need to identify the level of performance, which will trigger a RED traffic light i.e. a significant difference. For 2009/10 it was not possible to fully include the PFHs in this particular part of the process. It will be important for the PFH to be included in this part of the target setting process for the 2010/11 Service Plans.
13. Of the measures, 20 are yearly National Indicators (NIs) measures. This makes reporting through the year problematical as the actual and end-of-year estimate figures are actually the March 2009 figures. To assist Members, the comment box has been used to provide a current update. Measures that can only be monitored yearly are not a good means of monitoring performance. Work will take place in the 2010/11 Service Planning process to identify proxy measures or surrogate indicators, which would allow more regular monitoring and management.
14. If the current method of using the comment box is not found to be suitable for 2009/10 then it will be necessary to make such measures quarterly. In most cases data would not be available but officers would be more focussed on identifying the actions, which are being taken to achieve the end-of-year target. This approach might facilitate a more robust means of monitoring performance.

15. After the first 3-months, 2 measures (3%) are shown as being Red and another 13 on Amber. The two measures on red are:
- NI181 - Time taken to process Housing Benefit/Council Tax Benefit new claims and change events
 - NI123 - 16+ current smoking rate prevalence (i.e. number giving up smoking)
16. However officers are looking to improve on this performance and their end-of-year estimates only show 1 on Red and a further 10 on Amber. The only measure on red for the year-end is:
- a. NI123 - 16+ current smoking rate prevalence (i.e. number giving up smoking)
17. A short commentary will now be made on the measures, which at this early stage give rise to some concern i.e. not every Amber measure will be commented on as it is felt that the position has time to improve. It is important to note that it is very early in the annual process and that the 2nd quarter will provide a much clearer picture. The 5 Aims, as set out in the Corporate Plan 2009/10, are used as sub-headings.
-

Aim A - We are committed to being a listening council, providing first class services accessible to all.

- NI157a - Processing of planning applications as measured against targets for 'major types. (Monthly)

Current Target	= 71%	Current Performance = 61% (AMBER)
End of Year Target	= 71%	End-of-Year Estimate = 61% (AMBER)

18. This measure is on AMBER after 3-months, which is due to only one major application being determined in June and the timescale was not achieved. This single application adversely affects the end of year performance, which is reflected in the current end-of-year estimate, which is shown as AMBER. However at this early stage in the year it is not possible to give a reliable end-of-year estimate.
-

- NI181 - Time taken to process Housing Benefit/Council Tax Benefit new claims and change events (Monthly)

Current Target	= 13 days	Current Performance = 19 days (RED)
End of Year Target	= 13 days	End-of-Year Estimate = 13 days (GREEN)

19. This measure is on RED after 3-months, which is due to the current economic recession. The recession is resulting in increasing numbers of claims for all types of benefit, as the number of people unemployed or on reduced income has increased. However, following the employment of an agency worker and other remedial actions the performance as at 31st July is 12 days. There will be continuing pressure on the team but there remains sufficient time for remedial actions to take effect and to meet annual targets. However this measure will be kept under close review by SMT.
-

Aim B - We are committed to ensuring that South Cambridgeshire continues to be a safe and healthy place for you and your family.

- NI123 - 16+ current smoking rate prevalence (i.e. number giving up smoking) (Yearly)

08/09 County Target	= 3,496	08/09 County Actual = 3,049 (RED)
09/10 County Target (RED)	= 654	00/10 County Estimate = Unknown

20. This is an annual countywide measure and the results above are the Cambridgeshire countywide figures as at March 2009. However the SCDC 08/09 figures have been identified, which were 462 quitting smoking against a target of 502, which mirrors the county position. A new complication is that the definition has been amended by the government and therefore the year on year figures will not be comparable. SCDC agreed actions are being implemented to try to improve the 09/10 position e.g. leaflets sent out with benefits letters etc.

Aim C – We are committed to making South Cambridgeshire a place in which residents can feel proud to live.

- ACTION 13 - Set up a forum of parish councils, housing associations and others by September 2009 to examine the workings of our exception sites policy in light of recent experience and current market conditions. (Quarterly).

Target = September 2009 Estimate = Autumn (AMBER)

21. This Council Action will be implemented but with a slight delay and is therefore shown as being on AMBER. Meetings have taken place with the Port Folio Holder and senior managers to develop the way forward and it is anticipated that this action will be successfully implemented in the autumn.

- NI155 - Number of affordable homes delivered (gross) (Quarterly)

Current Target	= 129	Current Actual	= 78 (RED)
End of Year Target	= 296	End-of-Year Estimate	=296 (GREEN)

22. The 1st quarter target was not met, which has resulted in a RED performance. However there is reason to believe the end of year target will be achieved but the 2nd quarter position will facilitate a more informed judgement. However this measure will be kept under close review by SMT.

- ACTION 22 - Introduce our own Best Kept Village Competition by December 2009 (Quarterly)

Target = December 2009 End-of-Year Estimate = Unsure (AMBER)

23. This Council Action is shown as being on AMBER as it is possible that the December target date will not be achieved. Exploratory investigations and discussions have taken place to identify the most appropriate way forward. Assuming an appropriate competition is identified, there may be a delay in implementation, which would affect the December 2009 timescale.

Aim D - We are committed to assisting provision of local jobs for you and your family

24. There are currently two measures on AMBER but there are no issues of concern, worthy of note at this very early stage.

Aim E - We are committed to providing a voice for rural life

25. All measures are on GREEN.

Performance Management – Other Considerations

26. SMT has requested a monthly report on measures that are causing concern. This will ensure a more rigorous monitoring of those areas, which should help to focus available resources on improving those areas.
27. Using CorVu, there is now much more transparency with performance information and the Performance Improvement Officer is available to provide one-to-one tuition on the use of the Portal to each Portfolio Holder.
28. The Scrutiny and Overview Committee will be viewing a hard copy report from the Portal at its meeting on the 3 September, when it interviews the Planning Portfolio Holder.
29. Members do not currently have access to the Portal from home but it is expected that this will be rectified by the end of September. Cllr Wotherspoon has been asked to test remotely accessing CorVu over the secure system. Once this testing has been successfully completed then further introductory CorVu sessions will be arranged for Members, including the one-to-one sessions.

Implications

30. The Council needs to ensure that it spends within its budgets, because of the impact on the level of balances and the implication for the Medium Term Financial Strategy.

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

Consultations

32. None.

Effect on Strategic Aims

33.	Commitment to being a listening council, providing first class services accessible to all.
	The effect of any under or overspending on the achievement of corporate aims, service priorities and performance indicators and the linking of budgets with service performance is an outstanding issue which needs to be addressed.
	Commitment to ensuring that South Cambridgeshire continues to be a safe and healthy place for all.
	See above
	Commitment to making South Cambridgeshire a place in which residents can feel proud to live.
	See above
	Commitment to assisting provision for local jobs for all.

See above
Commitment to providing a voice for rural life.
See above

Conclusions / Summary for 2009/10

- 34. The forecast overspend on the General Fund as compared to the working estimates is a net overspend of £839,100. Using the balance on the Building Control Reserve will reduce this by £170,000 to give a net overspend of £669,100. This net overspend amounts to 4.36% of Net District Council Expenditure for the financial year ending 2009/10.
- 35. The HRA predicted underspend of £28,000 equates to 0.12% of gross expenditure.
- 36. Capital has a predicted underspend of £ 20,300, which is 0.19% of gross expenditure.
- 37. CorVu is now in use and will increasingly become the single source of performance management information. This improved transparency will enable the authority to look much closer at its performance management processes with a view to targeting those performance areas that require closest attention.

Recommendations

- 38. Cabinet is requested to:
 - (a) note the projected expenditure position,
 - (b) note that the first quarter performance figures show a positive start to the year but that SMT will be keeping a close eye on measures of concern on a monthly basis, and
 - (c) use the CorVu performance management system to enable them to more closely monitor performance across the authority, without waiting for reports from officers.

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

Original Estimates 2009/10,
 Financial Management System Reports.
 CorVu

Contact Officers:

Alex Colyer	Executive Director (Corporate Services), Tel: (01954) 713023
Adrian Burns	Chief Accountant, Tel: (01954) 713072
Paul Swift	Policy & Performance Manager, Tel: (01954) 713017
Graham Smith	Best Value/Management Accountant, Tel: (01954) 713126
Ian Salter	Performance Improvement Officer, Tel: (01954) 713018

Significant Budget Items

Previously Reported (Under)/ Over Spend Compared to Working Estimate £		Original Estimate 2009/10 £	Working Estimate 2009/10 £	Actual Income & Expenditure to 31st July as at 10/08/09 £	Projected (Under)/ Over Spend Compared to Working Estimate £	Movement from Previous Month's Position £	Report Paragraph References
	Revenue						
	Expenditure						
(9,700)	Departmental Accounts (note 1)	16,945,710	16,824,260	5,592,930	(66,500)	(56,800)	a
0	Central Overheads (note 2)	1,160,760	1,160,760	489,374	0	0	
0	Land Charges	(203,210)	(203,210)	(107,505)	(36,000)	(36,000)	b
0	Refuse Collection	2,120,640	2,120,640	655,623	0	0	
0	Street Cleansing	606,550	606,550	269,335	0	0	
0	Kerbside Recycling	891,620	891,620	385,051	0	0	
0	Homelessness	155,950	125,950	(41,420)	0	0	
0	Net HRA Recharges	(334,940)	(374,940)	0	0	0	
0	Development Control (Gross Expenditure)	126,750	126,750	86,903	40,000	40,000	c
400,000	Development Control (Income)	(1,335,330)	(1,335,330)	(201,938)	420,500	20,500	d
130,000	Building Control	(476,640)	(476,640)	(110,011)	170,000	40,000	e
21,900	Concessionary Fares	427,100	427,100	(41,546)	22,700	800	f
0	Growth Agenda	(622,780)	(622,780)	(143,548)	0	0	
0	Planning Policy	189,040	189,040	4,799	0	0	
0	Other	481,480	812,300	466,524	(91,900)	(91,900)	g
108,000	Savings Target	(325,000)	(325,000)	0	109,400	1,400	h
650,200	Total	19,807,700	19,947,070	7,304,571	568,200	(82,000)	
250,000	Interest on Balances	(1,250,000)	(1,250,000)	(372,541)	300,000	50,000	i
(10,000)	Interest transferred to Housing Revenue account	48,000	48,000	0	(11,500)	(1,500)	i
890,200	Total	18,605,700	18,745,070	6,932,030	856,700	(33,500)	
(49,100)	Less Departmental/Overheads recharged to HRA & Capital	(3,262,850)	(3,271,720)	0	(17,600)	31,500	
841,100	General Fund Total	15,342,850	15,473,350	6,932,030	839,100	(2,000)	
(530,000)	Use of Specific Reserves	0	0	0	(170,000)	360,000	
311,100	Net General Fund Total	15,342,850	15,473,350	6,932,030	669,100	358,000	

Previously Reported (Under)/ Over Spend Compared to Working Estimate £		Original Estimate 2009/10 £	Working Estimate 2009/10 £	Actual Income & Expenditure to 31st July as at 10/08/09 £	Projected (Under)/ Over Spend Compared to Working Estimate £	Movement from Previous Month's Position £	Report Paragraph References
<u>Housing Revenue Account</u>							
0	Housing Repairs - Revenue	3,190,300	3,167,300	665,513	0	0	
(18,200)	Building Maintenance Contractor (net less recharges)	373,650	373,650	151,969	(2,400)	15,800	j
(35,000)	Supported Housing (Gross Expenditure)	1,816,680	1,816,680	483,244	(35,000)	0	k
0	Supported Housing (Gross Income)	(1,477,000)	(1,477,000)	(300,778)	0	0	
0	General Administration	425,050	425,050	111,056	0	0	
(25,000)	Outdoor Maintenance	62,360	62,360	47,331	(25,000)	0	l
10,000	Other (including Payment to Government & Capital Charges)	15,621,080	15,639,080	24,942	11,500	1,500	i
0	Rent Income	(22,160,000)	(22,160,000)	(11,611)	0	0	
53,600	Recharged Departmental & Overhead Accounts	3,015,890	3,020,890	0	22,900	(30,700)	
=====							
(14,600)	Housing Revenue Account Total	868,010	868,010	1,171,666	(28,000)	(13,400)	
=====							
<u>Capital</u>							
<u>Capital Expenditure</u>							
<u>HRA Capital</u>							
0	Housing Repairs - Capital	4,760,000	4,741,000	1,051,461	0	0	
0	Acquisition of Existing Dwellings	3,000,000	3,000,000	623,965	(100,000)	(100,000)	m
0	Other	234,770	253,770	35,131	(115,000)	(115,000)	p
<u>GF Capital</u>							
0	ICT Development	605,500	605,500	34,474	0	0	
0	Improvement Grants	770,000	770,000	111,457	0	0	
0	Other	945,600	945,600	93,608	0	0	
<u>Capital Receipts</u>							
0	Right to Buy Sales	(1,216,550)	(1,216,550)	0	800,000	800,000	n
0	Equity Share & Other Sales	(3,046,220)	(3,046,220)	(591,625)	0	0	
0	Other Capital Receipts	0	0	(39,158)	0	0	
0	Transfer to DCLG re pooling of capital receipts	2,300,000	2,300,000	0	(600,000)	(600,000)	n
0	Other Grants & Allowances	(4,575,490)	(4,575,490)	(66,859)	0	0	
(4,500)	Recharged Departmental & Overhead Accounts	246,960	246,960	0	(5,300)	(800)	
=====							
(4,500)	Capital Total	4,024,570	4,024,570	1,252,454	(20,300)	(15,800)	
=====							

Notes:

1. 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.
2. 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.
3. General Fund gross expenditure on services excluding recharges, capital charges and capital financing.

2009/10 CORPORATE PLAN PERFORMANCE

This appendix uses traffic lights (i.e. Red, Amber, Green) to identify the performance for each measure.

Traffic Light Colour	Definition of Category
Green – G	Target achieved or exceeded
Amber – A	Target not achieved but not missed by a significant amount.
Red - R	Target not achieved and is being missed by a significant amount
Grey – N/A	Used to identify a measure for which data is not yet available.

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Corporate Plan 2009/10: June 2009

Measure Name	Frequency	Responsible Officer	Current Performance		End of Year Performance		Comments
			Target	Actual	End of Year Target	Estimate	
Aim : A - Listening Council							
Approach : i. listening to our local community							
ACTION 01 - User groups of residents	QUARTERLY	Paul Swift	20	20	100	100	
ACTION 02 - Statement of Community Involvement - By Sep 10	QUARTERLY	Alison Talkington	0	40	100	100	
PA1 - Community Engagement Strategy adoption	QUARTERLY	Gemma Barron	100	100	100	100	Adopted by Cabinet on 3rd July 2009.
Approach : ii. Working to improve services through partnership							
ACTION 03 - Hard-to-reach and vulnerable residents	QUARTERLY	Gemma Barron	10	10	100	100	
NI007 - Environment for a thriving third sector	YEARLY	Denise Lewis	15.3	15.3	15.3	15.3	The actual is the SCDC 08/09 figure. An SCDC target was not set and so the quoted SCDC target indicates the best Cambridgeshire DC result i.e. we were the best in the county. The corresponding LAA county-wide figures were an actual of 15.3% against a target of 19.2%.
Approach : iii. Making SCDC more open and accessible							
ACTION 04 - Advice at events in 20 villages	QUARTERLY	Gemma Barron	0	0	20	20	
D48 - Council meeting - A community event	QUARTERLY	Richard May	0	0	31	31	
NI004 - People who can influence decisions locally	YEARLY	Paul Swift	41.2	33.9	41.2	33.9	The actual is the SCDC 08/09 figure and the target indicates the best Cambridgeshire DC result. The corresponding LAA county-wide

Corporate Plan 2009/10: June 2009

Measure Name	Frequency	Responsible Officer	Current Performance		End of Year Performance		Comments
			Target	Actual	End of Year Target	Estimate	
							figures were (Actual) 31.2% and (Target) 34%.
Approach : iv Improved customer satisfaction							
ACTION 05 - Satisfaction surveys	QUARTERLY	Paul Swift	15	15	100	100	
NI140 - Fair treatment by local services	YEARLY	Paul Swift	78.9	77.4	78.9	77.4	The SCDC target indicates the best Cambridgeshire DC result.
NI157a - Major planning applications	MONTHLY	Gareth Jones	71	61	71	61	Only one major application was determined in June and the timescale was not achieved. This single application adversely affects the end of year performance, which is reflected in the current end-of-year estimate. However at this early stage in the year it is not possible to give a reliable end-of-year estimate.
NI157b - Minor planning applications	MONTHLY	Gareth Jones	71	74.2	71	75	
NI157c - Other planning applications	MONTHLY	Gareth Jones	86	82	86	85	The current projection is to just miss the annual target but there is plenty of time to improve on this position.
NI181 - Benefit claims - processing time	MONTHLY	Dawn Graham	13	19	13	13	The economic recession is resulting in increasing numbers of benefit claims, as the number of people unemployed or on reduced income increases. However following the employment of an agency worker and other remedial actions the performance as at 31st July is 12 days. Whilst there will be continuing pressure on the team there remains sufficient time for remedial actions to

Corporate Plan 2009/10: June 2009

Measure Name	Frequency	Responsible Officer	Current Performance		End of Year Performance		Comments
			Target	Actual	End of Year Target	Estimate	
							take effect and to meet annual targets.
PP23 - Recording scheme for NI014	QUARTERLY	Paul Swift	50	100	100	100	
PP24 - Customer Service Excellence Standard	QUARTERLY	Paul Swift	100	100	100	100	Self assessment completed in first quarter.
SP944 - % Satisfaction with Development Control	QUARTERLY	David Rush	73	87	73	80	
Approach : v. Ensuring value for money							
ACTION 06 - Review the current grant scheme	QUARTERLY	Jane Thompson	25	100	100	100	Review completed in first quarter. A £20,000 budget has been allocated for each year up to Olympics.
NI179 - Value for Money	YEARLY	Rob Bridge	1089	1244	1089	1244	The quoted figures are for 08/09. The 09/10 forecast will be agreed and then submitted to DCLG in Sept 09.
R7 - Value for money benchmarking	QUARTERLY	Dawn Graham	0	0	100	100	
Aim : B - Safe and healthy place							
Approach : i. Reduce Crime							
ACTION 09 - Fear of Crime Survey	QUARTERLY	Gemma Barron	0	33	100	100	
NI016 - Serious acquisitive crime rate	QUARTERLY	Gemma Barron	3.03	2.63	12.11	10.52	
NI020 - Assault with less serious injury	YEARLY	Gemma Barron	4.36	4.36	4.36	4.36	The actual is the 08/09 LAA county-wide figure. As this was the baseline year, the 08/09 target has been set to agree with the 08/09 actual. The main LAA target is to achieve a 5% reduction on the baseline year by 10/11.
NI032 - Repeat incidents of domestic	YEARLY	Gemma Barron	28	25	28	25	The actual and target are the LAA

Corporate Plan 2009/10: June 2009

Measure Name	Frequency	Responsible Officer	Current Performance		End of Year Performance		Comments
			Target	Actual	End of Year Target	Estimate	
violence							08/09 county-wide figures.
Approach : ii. Anti Social behavior							
ACTION 07 - Anti Social Behaviour Working Group	QUARTERLY	Gemma Barron	25	100	100	100	
ACTION 08 - CCTV in the District	QUARTERLY	Gemma Barron	10	25	100	100	
NI017 - Perceptions of anti-social behaviour	YEARLY	Philip Aldis	7.4	7.4	7.4	7.4	The actual and target are the 08/09 SCDC figures. The LAA 08/09 county-wide figures were (Actual) 12.2% and (Target) 9.8%.
NI021 - Dealing with local anti-social behaviour concerns	YEARLY	Philip Aldis	28.8	26.6	28.8	26.6	The SCDC 08/09 target indicates the best 08/09 Cambridgeshire DC result. The LAA 08/09 county-wide actual was 25%.
Approach : iii. Lifestyles, sport and recreation							
ACTION 11 - Residents taking up sport or formal exercise	QUARTERLY	Jane Thompson	25	39.8	100	100	
ACTION 12 - Opportunities for sport/recreation - vulnerable groups	QUARTERLY	Dale Robinson	25	25	100	100	Market segmentation of Children across SCDC complete - shows SCDC is mainly Cluster 4 (living Healthy), although there are other clusters across the other ranges. Free Swimming introduced for over 60's and under 16's at three pools in the district. GP referral and falls work targeting those most in need ongoing.
NI110 - Young people's participation in positive activities	YEARLY	Jane Thompson	76.2	76.2	76.2	76.2	LAA NI. Data is for 08/09 and is for the whole County. First year of measure, so target has been set to

Corporate Plan 2009/10: June 2009

Measure Name	Frequency	Responsible Officer	Current Performance		End of Year Performance		Comments
			Target	Actual	End of Year Target	Estimate	
							agree with actual.
Approach : iv. Health Inequalities							
NI056a - % measured - Obesity in primary school age children in Year 6	YEARLY	Jane Thompson	85	83.2	85	83.2	The actual and the target are 08/09 LAA county-wide figures.
NI123 - 16+ current smoking rate prevalence	YEARLY	Iain Green	3496	3049	3496	3049	The actual and target are 08/09 LAA county-wide figures. The SCDC 08/09 figures were 462 quitters against a target of 502, which mirrors the county position. Actions are being taken to try to improve the position in 09/10 e.g. leaflets have been sent out with benefits letters etc.
Aim : C - Proud to live							
Approach : i. Making affordable housing available							
ACTION 13 - Parish council & Others Forum - By Sep 09	QUARTERLY	Gareth Jones	50	40	100	100	Meetings have taken place with the PFH and senior managers to develop the way forward. It is anticipated that this action will be implemented slightly late but still in the Autumn.
NI131 - Delayed transfers of care from hospitals	YEARLY	Geoff Keerie	10.2	7.6	10.2	7.6	The actual and target are LAA county-wide figures.
NI159 - Supply of ready to develop housing sites	YEARLY	Keith Miles	100	85.4	85.4	85.4	6,743 net additional dwellings expected to be provided in 5 years from April 09 to March 14. This is 4.3 years of supply (or 85.4%) based on Core Strategy Policy ST/2 requirement or 5.0 years of supply (or

Corporate Plan 2009/10: June 2009

Measure Name	Frequency	Responsible Officer	Current Performance		End of Year Performance		Comments
			Target	Actual	End of Year Target	Estimate	
							99.0%) based on the East of England Plan Policy H1 requirement. These figures do not take account of the Council's preferred sites to make up the housing shortfall identified by the Planning Inspectors examining the Site Specific Policies DPD. This data is included in the Annual Monitoring Report 2007-2008 (published in December 2008).
Approach : ii. Affordable housing in balance							
NI154 - Net additional homes provided	YEARLY	Keith Miles	2344	2954	2344	2954	The actual and target are 08/09 LAA county-wide figures. The 09/10 actual will be supplied by the county council.
NI155 - Number of affordable homes delivered	QUARTERLY	Schuyler Newstead	129	78	296	296	The 1st quarter target was not met but there is reason to believe the end of year target will be achieved. The 2nd quarter position will facilitate a more informed judgement.
P2 - Prepare Affordable Housing SPD - By Feb 10	QUARTERLY	Caroline Hunt	40	40	100	100	
Approach : iii. Sustainable future for housing stock							
ACTION 14 - Retirement homes and accommodation for the elderly	QUARTERLY	Paul Swift	25	25	100	100	For ease of reporting, ACTION 14 has been split into two sub-parts, which are ACTIONS 14a and 14b.
ACTION 14a - Retirement Homes in new major developments	QUARTERLY	Gareth Jones	25	25	100	100	The adopted LDF policies do not require the inclusion of retirement homes in developer plans. However developers do occasionally put in

Corporate Plan 2009/10: June 2009

Measure Name	Frequency	Responsible Officer	Current Performance		End of Year Performance		Comments
			Target	Actual	End of Year Target	Estimate	
							plans for retirement homes, which will then go through the normal planning process. One such scheme, for 101 retirement homes, is currently being considered for a scheme at Milton.
ACTION 14b - Homes for the elderly in new major developments	QUARTERLY	Stephen Hills	25	25	100	100	All Orchard Park and Cambourne units (only live major developments at present) in affordable allocation in first quarter met all internal Lifetime Homes standards.
Approach : iv. Community cohesion							
ACTION 15 - Revised Gypsy & Travellers policy	QUARTERLY	Paul Williams	20	50	100	100	
NI001 - People getting on well together	YEARLY	Paul Swift	86.7	82.5	86.7	82.5	The 08/09 actual is the SCDC figure. The target indicates the best Cambridgeshire DC results. The LAA county-wide figures were (Actual) 79% and (Target) 81%.
Approach : v. Recycling							
ACTION 16 - Extend plastic bottle recycling	QUARTERLY	Dale Robinson	25	25	100	100	All village colleges and schools that were not in the scheme have been contacted. Two colleges have requested quotes for the service and one has accepted our service from Jan 2010.
ACTION 17 - Businesses recycling of waste	QUARTERLY	Dale Robinson	75	100	100	100	Customers contacted between April and June. New Cardboard collection service started July and continues to grow.

Corporate Plan 2009/10: June 2009

Measure Name	Frequency	Responsible Officer	Current Performance		End of Year Performance		Comments
			Target	Actual	End of Year Target	Estimate	
NI192 - Waste - reuse, recycling & composting	QUARTERLY	Stuart Harwood-Clark	55	55.62	55	55	
Approach : vi. Village cleanliness							
ACTION 18 - Community Clean Up events	QUARTERLY	Dale Robinson	25	25	100	100	
ACTION 19 - Improved A14 and A11 verges	QUARTERLY	Dale Robinson	25	50	100	100	Spring 2009 litter picks completed. On target for Autumn (October 2009).
ACTION 20 - Dirtiest lay-bys on the major roads	QUARTERLY	Dale Robinson	25	25	100	100	Order placed with supplier. Awaiting import from swedish manufacturer, delivery expected Sept 09.
ACTION 21 - Improved appearance in 10 larger villages	QUARTERLY	Dale Robinson	25	25	100	100	Two year project. Additional activity commenced in April 09 and each village is visited once every fortnight. Improvements have been noticed and positive feedback received.
ACTION 22 - Best Kept Village Competition	QUARTERLY	Dale Robinson	25	25	100	80	Exploratory investigations and discussions have taken place to identify the most appropriate way forward.
NI195a - Levels of litter	QUARTERLY	Paul Quigley	0	0	1	1	Survey 1 (of 3) results available by beginning September.
NI195b - Levels of detritus	QUARTERLY	Stuart Harwood-Clark	0	0	30	30	Survey 1 (of 3) results available by beginning September.
NI195c - Levels of grafitti	QUARTERLY	Paul Quigley	0	0	3	3	Survey 1 (of 3) results available by beginning September.
NI195d - Levels of fly-posting	QUARTERLY	Stuart Harwood-Clark	0	0	2	2	Survey 1 (of 3) results available by beginning September.
Approach : vii Climate Change							
ACTION 23 - Climate Change Action Plan	QUARTERLY	Tom Barrance	25	25	100	100	

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Measure Name	Frequency	Responsible Officer	Current Performance		End of Year Performance		Comments
			Target	Actual	End of Year Target	Estimate	
Approach : viii. Low carbon living							
ACTION 24 - Renewable energy & low carbon living schemes	QUARTERLY	Tom Barrance	25	25	100	100	
NI186a - Reduction in CO2 emissions in LA area	YEARLY	Tom Barrance	0	0	0	0	2008-2011 LAA NI. This data will be produced annually by DEFRA in the Autumn but there is a 2-year time lag i.e. the March 2009 quoted figure will actually be the figure for 2006. Significant activity is taking place to impact on our future performance
NI186b - Tonnes of CO2 emissions in LA area	YEARLY	Tom Barrance	0	0	0	0	2008-2011 LAA NI. This data will be produced annually by DEFRA in the Autumn but there is a 2-year time lag i.e. the March 2009 quoted figure will actually be the figure for 2006. Significant activity is taking place to impact on our future performance
NI188 - Adapting to climate change	YEARLY	Tom Barrance	1	0	1	0	The actual is the SCDC 08/09 performance but the target is the LAA for 08/09. In 08/09 SCDC partially met level 1 but scored 0. It is anticipated that SCDC will achieve it's target score of 1 by March 2010. The possible scores for this NI are 0 to 4.
Aim : D - Local Jobs							
Approach : i. Local businesses							

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Measure Name	Frequency	Responsible Officer	Current Performance		End of Year Performance		Comments
			Target	Actual	End of Year Target	Estimate	
ACTION 25 - Business Forum & Business Breakfasts	QUARTERLY	Tom Barrance	25	50	100	100	
Approach : ii. Economic development							
ACTION 26 - Support businesses to comply with the law	QUARTERLY	Dale Robinson	25	25	100	100	Monthly surgeries. Business satisfaction survey ongoing. New food businesses contact to offer advice and assistance on start up. Level 2 food hygiene course held. Level 2 H&S course held. Funding bid to Food Standards Agency for Safer Food Better Business project successful. Food hygiene newsletter sent to all food businesses. EU service Directive implementation ongoing. No requests received yet for SCDC to act as Primary Authority. Working with Local Business Partnership on next breakfast forum. Dale Robinson to take on chair of Local Business Partnership.
ACTION 27 - Business space in the District	QUARTERLY	Tom Barrance	25	25	100	100	
BV008 - Invoices paid on time	MONTHLY	Adrian Burns	97	97.71	97	97	
NI171 - VAT registration rate	YEARLY	Tom Barrance	101	54.5	101	54.5	The actual and target are 08/09 LAA county-wide figures because district figures are not available. The data is supplied by the Office for National Statistics for Calendar years.
NI182 - Business satisfaction with regulation service	MONTHLY	Dale Robinson	80	74.900794	80	80	The results for the first three months were 82%, 81% and 75%. It is anticipated that the annual target of

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Measure Name	Frequency	Responsible Officer	Current Performance		End of Year Performance		Comments
			Target	Actual	End of Year Target	Estimate	
							80% will be achieved.
Approach : iii. Cultural activities							
ACTION 28 - Spin-offs from London 2012 Olympics	QUARTERLY	Tom Barrance	25	25	100	100	
Aim : E - A voice for rural life							
Approach : i. Protecting Communities							
ACTION 29 - Three Parish Plans produced	QUARTERLY	Gemma Barron	25	33	100	100	
NI197 - Improved local biodiversity - management of local sites	YEARLY	David Bevan	47	47.3	47	47.3	The actual and target are SCDC 08/09 figures. Positive management has taken place in the last 5-years in 53 of 112 sites.
SP903 - Historic buildings at risk	QUARTERLY	David Bevan	0	0	3	3	
Approach : ii. Parish Councils							
ACTION 30 - Meetings with Parish Councils	QUARTERLY	Gemma Barron	5	25	100	100	Meetings with Parish Councils (regular and one-off) mapped into a calendar to ensure coordination between officers booking meetings. Need to add detail about purpose of each meeting and advertise calendar to officers, which will be for internal use via Insite.
Approach : iii. Successful new communities							
ACTION 32 - New premises for small businesses	QUARTERLY	Tom Barrance	25	25	100	100	

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Measure Name	Frequency	Responsible Officer	Current Performance		End of Year Performance		Comments
			Target	Actual	End of Year Target	Estimate	
Approach : v. Improving rural services							
ACTION 33 - Community Transport Plan	QUARTERLY	Gemma Barron	10	15	100	100	