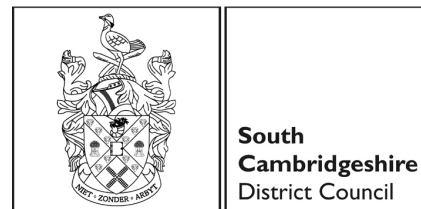


South Cambridgeshire Hall  
Cambourne Business Park  
Cambourne  
Cambridge  
CB23 6EA

t: 03450 450 500  
f: 01954 713149  
dx: DX 729500 Cambridge 15  
minicom: 01480 376743  
[www.scambs.gov.uk](http://www.scambs.gov.uk)



26 October 2011

To: Chairman – Councillor James Hockney  
Vice-Chairman – Councillor Bridget Smith  
Members of the Scrutiny and Overview Committee – Councillors Alison Elcox,  
Jose Hales, Roger Hall, Tumi Hawkins, Liz Heazell, Clayton Hudson,  
Mike Mason, Ted Ridgway Watt, Bunty Waters and David Whiteman-Downes

Quorum: 6

**There is a pre-meeting session at 1.15pm for members of the Committee only, to plan their lines of enquiry.**

Dear Councillor

You are invited to attend the next meeting of **SCRUTINY AND OVERVIEW COMMITTEE**, which will be held in the **MONKFIELD ROOM, FIRST FLOOR** on **THURSDAY, 3 NOVEMBER 2011** at **2.00 p.m.**

Members are respectfully reminded that when substituting on committees, subcommittees, and outside or joint bodies, Democratic Services must be advised of the substitution *in advance of* the meeting. It is not possible to accept a substitute once the meeting has started. Council Standing Order 4.3 refers.

Yours faithfully  
**JEAN HUNTER**  
Chief Executive

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

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## AGENDA

## PAGES

### PROCEDURAL ITEMS

- 1. Apologies**  
An apology for absence has been received from Cllr Bridget Smith.
- 2. Declarations of Interest**  
Please note that the Constitution requires that when considering any decision in respect of which a member of the Committee is subject to a party whip, the member must declare the existence of the whip. Under the Code of Conduct, any Councillor who has a personal or prejudicial interest should declare this at the meeting.

**3. Minutes of Previous Meeting**

To authorise the Chairman to sign the Minutes of the meeting held on 6 September 2011 as a correct record. The minutes have been published and can be viewed at:

<http://scambs.moderngov.co.uk/ieListDocuments.aspx?CId=417&MId=5455&Ver=4>

**4. Public Questions**

**5. Community Transport in South Cambridgeshire**

**1 - 20**

**6. Economic Development Strategy**

The Economic Development Portfolio Holder, Cllr Nick Wright, has agreed to attend the meeting to speak about his portfolio.

Related papers: See Cabinet on 8 September 2011 – report, appendix and minutes for item 20 at:

<http://scambs.moderngov.co.uk/ieListDocuments.aspx?CId=293&MId=5420&Ver=4>

**7. Member Training and Development**

**21 - 50**

**8. Learning from Customer Feedback - report of the Task & Finish Group**

**51 - 58**

**9. Monitoring the Executive**

Scrutiny monitors are invited to inform the Committee regarding Portfolio Holder meetings attended and specifically report on:

- Issues challenged and the result
- Issues where the Committee could add further value

<b>Portfolio</b>	<b>Date of meeting</b>	<b>Monitor(s)</b>
Finance & Staffing	20 September 18 October	Roger Hall Tumi Hawkins
Housing	21 September 19 October	Liz Heazell Jose Hales
Leader	15 September	James Hockney
Northstowe & New Communities	20 September	Mike Mason Clayton Hudson
Policy & Performance	13 October	Roger Hall Clayton Hudson
Sustainability, Planning and Climate Change	9 September	Bridget Smith Jose Hales

**10. Work Programme update**

**59 - 64**

**11. To Note the Dates of Future Meetings**

Future meeting dates for 2011/12 are as follows:

15 December 2011 at 2pm  
06 February 2012 at 2pm  
29 March 2012 at 2pm

### **Exclusion of Press and Public**

The law allows Councils to consider a limited range of issues in private session without members of the Press and public being present. Typically, such issues relate to personal details, financial and business affairs, legal privilege and so on. In every case, the public interest in excluding the Press and Public from the meeting room must outweigh the public interest in having the information disclosed to them. The following statement will be proposed, seconded and voted upon.

"I propose that the Press and public be excluded from the meeting during the consideration of the following item number(s) ..... in accordance with Section 100(A) (4) of the Local Government Act 1972 on the grounds that, if present, there would be disclosure to them of exempt information as defined in paragraph(s) ..... of Part 1 of Schedule 12A of the Act."

If exempt (confidential) information has been provided as part of the agenda, the Press and public will not be able to view it. There will be an explanation on the website however as to why the information is exempt.

### **OUR VISION**

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

### **OUR VALUES**

We will demonstrate our corporate values in all our actions. These are:

- Trust
- Mutual respect
- A commitment to improving services
- Customer service

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

While the District Council endeavours to ensure that visitors come to no harm when visiting South Cambridgeshire Hall, those visitors also have a responsibility to make sure that they do not risk their own or others' safety.

### **Security**

Members of the public attending meetings in non-public areas of the Council offices must report to Reception, sign in, and at all times wear the Visitor badges issued. Before leaving the building, such visitors must sign out and return their Visitor badges to Reception.

### **Emergency and Evacuation**

In the event of a fire, a continuous alarm will sound. Evacuate the building using the nearest escape route; from the Council Chamber or Mezzanine viewing gallery this would be via the staircase just outside the door. Go to the assembly point at the far side of the staff car park.

- **Do not** use the lifts to exit the building. If you are unable to negotiate stairs by yourself, the emergency staircase landings are provided with fire refuge areas, which afford protection for a minimum of 1.5 hours. Press the alarm button and wait for assistance from the Council fire wardens or the fire brigade.
- **Do not** re-enter the building until the officer in charge or the fire brigade confirms that it is safe to do so.

### **First Aid**

If someone feels unwell or needs first aid, please alert a member of staff.

### **Access for People with Disabilities**

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### **Toilets**

Public toilets are available on each floor of the building next to the lifts.

### **Recording of Business and Use of Mobile Phones**

The Council is committed to openness and transparency. Until such time as the Council's Constitution is updated to allow public recording of business, the Council and all its committees, sub-committees or any other sub-group of the Council or the Executive will have the ability to formally suspend Standing Order 21.4 (prohibition of recording of business) for the duration of that meeting to enable the recording of business, including any audio / visual or photographic recording in any format or use of social media to bring Council issues to a wider audience. To minimise disturbance to others attending the meeting, all attendees and visitors are asked to make sure that their phones and other mobile devices are set on silent / vibrate mode during meetings.

### **Banners, Placards and similar items**

No member of the public shall be allowed to bring into or display at any Council meeting any banner, placard, poster or other similar item. The Chairman may require any such item to be removed.

### **Disturbance by Public**

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

### **Smoking**

Since 1 July 2008, the Council has operated a new Smoke Free Policy. Visitors are not allowed to smoke at any time within the Council offices, or in the car park or other grounds forming part of those offices.

### **Food and Drink**

Vending machines and a water dispenser are available on the ground floor near the lifts at the front of the building. Visitors are not allowed to bring food or drink into the meeting room.

**SOUTH CAMBRIDGESHIRE DISTRICT COUNCIL**

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<b>REPORT TO:</b>	Scrutiny and Overview Committee	3 November 2011
<b>AUTHOR/S:</b>	Corporate Manager (Community and Customer Services)	
<b>PORTFOLIO HOLDER:</b>	Councillor Nick Wright, Planning Portfolio Holder	

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**COMMUNITY TRANSPORT****Purpose**

1. To enable the Committee to scrutinise the progress made with regard to the implementation of the South Cambridgeshire Community Transport Strategy 2010-2012.
2. To brief the Committee regarding the County Council-led 'Cambridgeshire Future Transport' (CFT) initiative.
3. To summarise the impact of CFT on the development of a second phase of Community Transport Strategy work in South Cambridgeshire.

**Options**

4. The committee may wish to
  - a) note the progress made in implementing the SCDC Community Transport Strategy 2010-12;
  - b) make recommendations regarding future work related to the strategy;
  - c) note the County Council-led initiative, Cambridgeshire Future Transport
  - d) make recommendations regarding Cambridgeshire Future Transport

**Background - SCDC Community Transport Strategy 2010-12**

5. Cabinet agreed the Community Transport Strategy 2010-2012 and action plan on 11 February 2010. A Steering Group of elected members, as well as relevant officers from SCDC and partner organisations as required, monitors the Strategy and Action Plan on a quarterly basis. The next meetings are planned for the end of November 2011.
6. The Steering Group, made up of self-selected elected member volunteers following a workshop for district and county councillors when the strategy was being developed, consists:
  - Councillor D. Bard
  - Councillor R. Barrett
  - Councillor J. Batchelor (District and County)
  - Councillor L. Heazell
  - Councillor N. Wright
  - Councillor F. Whelan (County)
  - Councillor S. van de Ven (County)
7. All of the current actions within the plan have been updated and can be found at **Appendix A**. The elected member Steering Group and Planning Portfolio Holder

have approved any changes to the original action plan, which can be found at <http://www.scams.gov.uk/CommunityandLiving/CommunityTransport.htm>

8. Recent focus has been on:
  - (a) **Publicity** - Awareness raising and promotional work continues. Community Transport leaflets have been produced and are being distributed across the district to GP surgeries, older people's groups and organisations, schools, Parish Councils and through District Councillors to their local communities. Workshops are attended, presentations given and meetings organised by the Partnerships Officer to raise the profile of Community Transport.
  - (b) **Community Connect** - the Children and young people's locality team in the Comberton, Bassingbourn, Melbourn and Gamlingay locality are leading on a partnership project to improve services for children and young people. The SCDC Partnerships Officer chairs the subgroup devoted to improving Community Transport as a travel option for young people. There is a separate, dedicated action plan for this Community Transport work, which is focussed on small pilot projects that can support young people to travel. One aim is to reduce NEET numbers where transport is a barrier to accessing education, employment and training.
  - (c) **Support to Providers** - ongoing support is being provided to the deliverers of Community Transport services of all sizes. Some of the larger services are given targets to develop their services in areas of the district where there are gaps and in specific ways (group transport, individual transport, young passengers, hospital journeys etc). This is monitored and support is provided to help with achieving the targets. Support to car schemes is provided through Care Network Cambridgeshire, whose contract is monitored quarterly.
9. The background to the CFT initiative is set out in **Appendix B**, a paper that appeared before the County Council's Cabinet on 25 October 2011.
10. Cllr Nick Wright is a member of the Governance Group for CFT and a number of SCDC officers have been involved at the most appropriate level and stages of the scoping of CFT.

### Considerations

11. South Cambridgeshire Community Transport work continues and is embedded in the role of the Partnerships Officer. The Strategy and Action Plan are due to be refreshed at the end of the 2010-12 period and this will provide the ideal opportunity to ensure the work reflects the current and evolving local Community Transport priorities. Any changes will be implemented subject to the approval of the Steering Group.
12. Since the County-level picture is in a state of flux, the existing documents may need to be carried over for another year until the strategic direction of the CFT initiative is clearer and can be aligned to SCDC priorities.
13. The 'Micro-Franchising' element of the initiative in particular will have a great bearing on the future direction of the SCDC Community Transport Strategy. At this stage of the CFT project, and taking into consideration the fact that the Micro-Franchising project is in pilot stage, there are a number of unknowns that will, in time, provide context and strategic direction for SCDC work.
14. County and District Officers have identified a number of issues yet to be ironed out and some areas of work yet to be determined, including:

- (a) The exact size, location and remit of the micro-franchise pilots and any subsequent franchise areas;
- (b) How future franchise areas will be determined and aligned to existing Community Transport services;
- (c) The timescales for developing franchise areas beyond the pilot phase and to what extent this will be determined by the expiration of contracts and subsidies for existing passenger transport;
- (d) What market research needs to be done to gauge demand for services, the commercial viability of franchises, and availability of franchisees;
- (e) Whether partnership working can be improved to ensure that communication and data sharing occur appropriately;
- (f) What would happen in an area where no franchisee were forthcoming (SCDC will need to consider how its Community Transport Strategy could ensure the needs of passengers are met);
- (g) Whether local, regional and national models of 'franchising' exist from which good practice can be drawn;
- (h) How all of the above will influence the development of the Community Transport Strategy for South Cambridgeshire beyond March 2012.

**Implications**

15. Financial	No funding has been allocated to Community Transport Strategy work for 2011-12 and beyond.
Legal	The South Cambridgeshire Community Transport strategy touches on licensing law, with respect to the operation of voluntary car schemes. Licensing of franchises will be addressed jointly by the County Council and franchisees.
Staffing	The development and delivery of the Community Transport Strategy currently sits with the Community and Customer Services corporate area, specifically within the Partnerships Team. Officer time has been prioritised to progress actions and co-ordinate the delivery of the strategy. The Planning Policy Team, as requested by the team manager, will lead further strategy development.
Risk Management	The Steering Group monitors the action plan on a quarterly basis and as such manages any risks that arise regarding the implementation of actions.
Equality and Diversity	Inequalities are reduced through the extension of Community Transport in the district, so that all residents are able to access Community Transport if they are eligible. As well as increasing coverage across the district, the action plan seeks to extend the eligibility criteria of schemes to include other vulnerable/ disadvantaged groups in the district where they are currently excluded e.g. young people who are rurally isolated or are unable to drive due to their age.
Equality Impact Assessment completed	Yes. A partial assessment was carried out on 11 February 2010 (agreed 7 April 2010). The assessment showed no adverse impact (medium or high impact) on target groups.
Involving children and young people	A recent consultation with young people about their transport needs and awareness of Community Transport resulted in 200 responses, which have been used to inform relevant areas of Community Transport Strategy work.
Climate Change	The strategy includes actions relating to the environmental sustainability of Community Transport services.

### **Consultations**

16. The strategy in its first draft was consulted on publicly between October 2009 and Jan 2010 and workshops were held during the consultation period for South Cambridgeshire District and County Councillors, as well as relevant officers, which informed the development of the strategy and action plan.
17. Further public consultation would be necessary as part of the development of a Community Transport Strategy beyond March 2012.
18. The sharing of results of any partner consultations relating to Public and Community Transport would be advantageous in helping to develop Community Transport work at the district level.

### **Effect on Strategic Aims**

19. The Community Transport Strategy 2010-12 and Action Plan assists the Council to specifically achieve the strategic aim to provide a voice for rural life by playing a part in improving rural services including transport links. The Council has a specific action in 2011-12 to implement actions from the Community Transport Strategy 2010-2012 to increase coverage and better publicise existing provision, particularly for older residents and others at risk of isolation.

### **Conclusions / Summary**

20. The actions associated with the Community Transport Strategy 2010-12 are progressing well, with the majority now well underway and where applicable embedded within service delivery. The future development of the Community Transport Strategy beyond March 2012 is unclear and will depend greatly on the strategic direction taken at County level.

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

[Community Transport Strategy](#) and Action Plan

**Contact Officers:** Kathryn Hawkes – Partnerships Officer  
Telephone: (01954) 713290

**Portfolio Holder:** Councillor Nick Wright – Planning Portfolio Holder



## South Cambridgeshire Community Transport Strategy Reporting Document

### 1. Understanding Need

a) Identify unmet need	Actions & Commitments		Resource Implications	Timescales	Lead	Outcomes	Monitoring Progress
	<b>1</b>	Engage with Cambridgeshire ACRE in undertaking Rural Services Survey (RSS) 2010-11.	Officer time	By Q4 2010-11	PO	Local need identified	Survey done and published by ACRE on 10/10/2011.
	<b>2</b>	Engage with Cambridgeshire ACRE in analysing the results of the Rural Services Survey 2010-11 and impact on local CT.	Officer time	Q1-2 2011-12	PO	Locally identified needs addressed.	KH to analyse results and work with ACRE to determine emerging CT issues.
	<b>3</b>	Engage with Cambridgeshire ACRE on the Community-Led Planning process.	Officer time	Q3-4 2010-11 & Q1-4 2011-12	PO	Locally identified needs addressed.	This work is ongoing. The most recent data (Appendix 2) shows where we are focussing work.
	<b>4</b>	Continue mapping of existing and potential service users based on agreed priorities and eligibility criteria.	Officer time DG time UG time	Q1 2010-11 ongoing	PO UG	Reasons for areas of low / high usage determined and inform future needs analysis and publicity.	Bus pass holder information collated but not yet used. Concerns over accuracy of data now that County Council administers the bus passes.
	<b>5</b>	Continue mapping of CT provision on a service or geographical basis, including numbers of vehicles, appropriateness of vehicles, drivers, fees etc	Officer time DG time	Q1 2010-11 ongoing	PO DG	Benchmark established, relevant information mapped and updated	Mapping of coverage continues - now relates more to public transport work - where there are gaps in public transport and where in future there may be further gaps.

	<b>6</b>	Continue research into the types of journey residents want/need to make and consider flexible solutions to meet demand.	Officer time	Q1 2010-11 ongoing	PO	Benchmark established, relevant information mapped and maintained	Most recent activity: survey of 200 young people. Results show young people would use CT schemes if they knew the drivers. See Community Connect Action Plan (ref: Action 16 below) for further details of proposed work.
	<b>7</b>	Work with partners to gather local, regional and national good practice regarding CT research, mapping, provision and innovation.	Officer time	Q1 2010-11 ongoing	PO	Comparisons made, good practice drawn on and South Cambs practice contextualised	DRT models assessed. However, Micro-franchising is the preferred model at County level and is being trialled as part of Cambridgeshire Future Transport. See Actions 8 & 14 below.
<b>b) Build on conventional transport planning and provision</b>	<b>8</b>	Engage as appropriate in local transport and accessibility planning in order to raise the profile of CT issues.	Officer time	By end Q4 2010-11	SPPO	Joined up design, development and delivery of services	Cambridgeshire Future Transport initiative should enable SCDC to be involved in micro-franchising pilots and transport commissioning work. KH involved with KM and SH in taking this forward.
	<b>9</b>	Engage in concessionary fare consultation work and planning, where possible.	Officer time	By end Q4 2010-11	SPPO	Joined up design, development and delivery of services	Discretionary fare of 50% on CT for bus pass holders. CLOSE ACTION.
	<b>10</b>	Investigate use of idle / under-used transport by individuals / groups in need.	Officer time DG time	Q1 2011-12	PO DG	Maximised use of existing services and resources for the delivery of better services to the community	Brokerage scheme continues. See Community Connect Action Plan for further detail on using idle minibuses in young people's transport work.

## 2. Develop capacity, self-sufficiency and environmental sustainability of services

a) Work with service providers	Actions & Commitments	Resource Implications	Timescales	Lead	Outcomes	Monitoring Progress
	11 Set up and facilitate a CT user group (UG).	Officer time UG time Meeting Resources	Q1 2011-12	PO	Improved understanding of need	CLOSE ACTION. Not considered feasible given consultations and trials already happening countywide. Users views can be gleaned from Car Scheme Forum.
	12 Encourage schemes and agencies to identify and share good practice and positive outcomes, mapping activity across the district.	DG time Officer time	Q2 2010-11 ongoing	DG PO	Good practice shared and positive elements of services and practice disseminated across the district	Nothing further to report. DG to reconvene in November.
	13 Engage in environmental sustainability and impact work	Officer time	Q4 2010-11 ongoing	PO SSO	Joined up design, development and delivery of services	Nothing to report.
	14 Engage with partners in passenger transport issues and represent DG and Car Scheme issues accordingly	Officer time	Q1 2010-11 ongoing	PO	Joined up design, development and delivery of services	Hope to continue close working with County partners to ensure SCDC involvement in Cambridgeshire Future Transport. In particular, micro-franchising pilots and market research. KH involvement in delivery. Cllr Wright involved in Governance and KM and SH take strategic role for SCDC.
	15 Investigate the development of organised/group transport and schemes to reduce passive travel without impacting negatively on lifestyle / activity	Officer time DG time	Q4 2010-11	PO DG	Contribution made to the reduction in CO <sub>2</sub> emissions and unnecessary travel.	CAMDAR, RDCT and 3CT targeted to increase group membership and travel. Targets consistently met.

<b>b) Address the barriers</b>	<b>16</b>	Align CT planning and partners' VCS funding, and monitor ongoing.	Officer time	Q1 2010-11 ongoing	PO	Joined up design, development and delivery of services	Grant funding monitored jointly on an ongoing basis (with County, City and NHS partners).
	<b>17</b>	Implement County Council's recommended operating standards and CRB Policies for all schemes across the district.	DG time Officer time Publication of car scheme information pack	Q1 2010-11 ongoing	DG	Legal requirements met and safety of service operators and users ensured	In progress and ongoing. CLOSE ACTION?
	<b>18</b>	Investigate the feasibility of a requirement for CT schemes to implement a quality assurance scheme, such as PQASSO	Training, CT scheme time, Officer time	Q2 2010-11	DG	Continuous improvement is evidenced.	CLOSE ACTION. Not considered feasible given current capacity of CT organisations. CT Association and County Council operating standards implemented.
	<b>19</b>	Support organisations to recruit, train and retain suitable volunteers in the delivery and management of their schemes	Officer time, SG time, DG Time	Q3 2010-11	PO	Longevity of services enhanced and community members active	Continues within CT organisations. No role for PO in this at present. CLOSE ACTION.

### 3. Access to community transport

a) Increase awareness	Actions & Commitments	Resource Implications	Timescales	Lead	Outcomes	Monitoring Progress
20	Improve information dissemination regarding CT schemes and availability etc, ensuring stakeholders at every level are informed and aware of local services	DG time, Officer time	Q2 2010-11	DG PO	Improved local knowledge about what exists and where, and how it can be accessed	Young People's survey. SC magazine articles. CT leaflet disseminated through District Cllrs, GP surgeries, CATCH, Parish councils etc.
21	Develop bespoke marketing materials and mechanisms for services, targeted at specific cohorts of existing and potential service users	DG Resources	Q2 2010-11	DG PO	Appropriate messages delivered to service users and numbers of service users increasing	CT leaflet produced. Young person friendly version to be looked at through Community Connect project in the Comberton, Bassingbourn, Melbourn and Gamlingay areas.
22	Engage as appropriate in growth area planning and raise the profile of CT issues	Officer time	Q1 2010-11 ongoing	SPPO	Joined up design, development and delivery of services	Nothing to report.
23	Engage in obesity strategy and health improvement planning, making links between healthy living programmes, isolation, CT services etc	Officer time	Q1 2011-12 ongoing	SPPO PO	Joined up design, development and delivery of services	Links made from Obesity to Cycle Project (Cycle Bank) through Community Connect. Funding, resources and guidance sought from Faye Bentley, South Cambs Obesity Co-ordinator.

	<b>24</b>	Engage in children and young people's service planning and raise the profile of CT issues, including in use of children's centres.	Officer time	Q1 2010-11 ongoing	PO	Joined up design, development and delivery of services	Community Connect is a Comberton, Bassingbourn, Melbourn and Gamlingay CYP initiative to improve services to children and young people. KH chairs the CT subgroup, which has its own action plan. It is envisaged that this work could be replicated across other areas of the district.
<b>b) Forward planning</b>	<b>25</b>	Engage in disability & inclusion strategy planning.	Officer time	Q1 2011-12 ongoing	PO	Joined up design, development and delivery of services	Older people's VCS forum attended 4/10/2011. Disability Cambs AGM held 20/10/2011. Challenges arising in transport for the disabled, e.g. Papworth Trust clients given 2 weeks notice to find alternative transport following route cancellation.
	<b>26</b>	Investigate external sources of funding for scheme delivery and publicity, e.g. private sector sponsorship & fuel discounts	Officer time	Q3 2011-12	SG DG PO	Services delivered based on need not resources	County Council LSTF bid unsuccessful and DRT only an option as part of micro-franchising. Funding being sought through Community Connect (Awards for All), IYSS etc.
	<b>27</b>	Work with local businesses to investigate how the use of technology can support improved CT schemes and the provision of local services.	Officer time SG time DG time	Q2 2011-12	PO SG EDO	Innovative services meeting local need.	Nothing to report. CLOSE ACTION? This would happen within individual schemes and with County support.
	<b>28</b>	Investigate use of 'dormant' vehicles and promote CCC minibus brokerage scheme.	Officer time DG time	Q3 2010-11	PO DG	Maximised use of existing services and resources for the delivery of better services to the community	See action 10 above. CLOSE ACTION.

Key:

CT - community transport  
SG - Steering Group  
DG - Delivery Group  
UG - User Group  
PO - Partnerships Officer  
SPPO - Senior Planning Policy Officer  
EqDO - Equality & Diversity Officer  
SSO - Strategic Sustainability Officer  
EDO - Economic Development Officer  
VCS - voluntary and community sector

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## Appendix B

**CAMBRIDGESHIRE FUTURE TRANSPORT INITIATIVE**

**To:** Cabinet

**Date:** 25th October 2011

**From:** Executive Director: Environment Services

**Electoral division(s):** All

**Forward Plan ref:** Not applicable                      *Key decision:* No

**Purpose:** To review progress with the Cambridgeshire Future Transport project

**Recommendation:** Cabinet is recommended to:

- a) Note progress on developing the Cambridgeshire Future Transport Project
- b) Establish the three micro franchise pilot projects noted in this report.

<b>Officer contact:</b>		<b>Member contact</b>	
Name:	Graham Hughes	Name:	Cllr Ian Bates
Post:	CC1307	Portfolio:	Cabinet Member for Growth and Planning
Email:	Graham.hughes@cambridgeshire.gov.uk	Email:	<a href="mailto:Ian.Bates@cambridgeshire.gov.uk">Ian.Bates@cambridgeshire.gov.uk</a>
Tel:	01223 715664	Tel:	01223 699173

## **1.0 PURPOSE**

- 1.1 To update Cabinet on progress with the Cambridgeshire Future Transport initiative and in particular the introduction of pilot micro franchise schemes.

## **2.0 BACKGROUND**

- 2.1 Cambridgeshire Future Transport is a joint initiative with partners from across Cambridgeshire and Peterborough including local authorities, health services, community groups and transport providers, working together to find solutions to Cambridgeshire's transport and accessibility challenges.
- 2.2 The purpose of this programme, as defined by the Governance Group set up to oversee the project, is to identify practical, achievable and sustainable transport solutions through more effective, efficient and coordinated transport delivery mechanisms.
- 2.3 The programme will explore new models that:
- strengthen the connections between transport solutions and community outcomes,
  - enable the pooling of resources across boundaries where applicable
  - provide a strategic framework to bring partners together
  - stimulate opportunities to create new community joint ventures to operate as local commissioning bodies
  - engage more widely with other services to explore the potential to innovate and improve service accessibility in ways that reduce the need for journey.
- 2.4 The Governance Group on the 1<sup>st</sup> of July gave its support to the development of a number of pathfinder/pilot schemes and the proposed incremental approach to developing them from October until March next year.
- 2.5 Cabinet on the 5<sup>th</sup> of July approved the following recommendations;
- The principle of establishing a Transport for Cambridgeshire partnership (to be termed Transport for Cambridgeshire) to oversee the Cambridgeshire Future Transport project and enter into discussions with partners to develop this concept further.
  - Invite the passenger transport funding partners in Cambridgeshire to enter into discussions regarding the sharing of their passenger transport budgets to deliver more effective transport services
  - Develop pathfinder projects for local passenger transport consortia as set out in this report.
  - Invite expressions of interest from businesses and organisations wishing to contribute to the provision of local passenger transport.

## **3.0 PROGRESS**

- 3.1 The following sections set down progress that has been made on each of the recommendations made by Cabinet in July.

### **Transport for Cambridgeshire and sharing of budgets**

3.2 Significant progress has been made on the development of Transport for Cambridgeshire and how this could work to coordinate commissioning and spend on public transport across partners more effectively. Further work is still required, but so far, key actions have been to:

- Identifying exact spends for Passenger Transport from the county council's Adult Services and Children's Services.
- Identify a potential governance structure
- Develop back office functions to support other public transport delivery models particularly through the Council's contact centre
- Discuss with partner organisations the scope for jointly commissioning cost effective transport options to meet the needs of the service / local people and whether this provides opportunities to pool budgets

3.3 Transport for Cambridgeshire, once set up, will be able to look at allocating and supporting franchises (see below) by providing the back office functions. It will also be able to look at alternative methods of delivery within areas where a franchise is unsuitable to operate. Existing Transport and Community groups will feed into this, which will allow it to deliver transport to meet accessibility needs. The foundation of this project rests on our ability to explore ways that the current budgets can be used more flexibly for the benefit of local communities, within the constraints of our statutory duties. The budgets in scope include Adult passenger transport (£1.5m), Childrens and Young Peoples Services (CYPS) home to school transport (£10m), CYPS Home to school transport special (£4.8m) and the NHS transport budget (approx £4.6m).

### **Local Transport Consortia**

3.4 Detailed work on the two proposed Local Transport Consortia (LTC) in the North and West of the county has been carried out. Based on advice from partners and from transport consultants TAS, the current view is that the Transport Consortia concept is not the most efficient way of delivering services. The importance of maintaining the local/community element to identifying service requirements is still as strong as ever though and so alternative means of identifying needs are being defined.

3.5 As well as the work on the LTC, specific project proposals have also been worked up in these areas looking at different ways of delivering greater access. This work is ongoing and Fenland District Council has identified a number of projects that they are currently progressing and would hope to move towards delivering shortly:

- Doddington Hospital - NHS patient transport pilot minibus project
- Chatteris Area to Ramsey and Huntingdon - Looking at cross boundary issues from Fenland into Huntingdonshire for NHS patient journeys and Post 16 education.
- Villages North of Wisbech including South Lincolnshire – improving access for communities north of Wisbech
- Doddington and Peterborough Hospitals via Whittlesey – Looking to extend the DAR service
- March - including the town service, access to the rail station and connections with commercial bus services

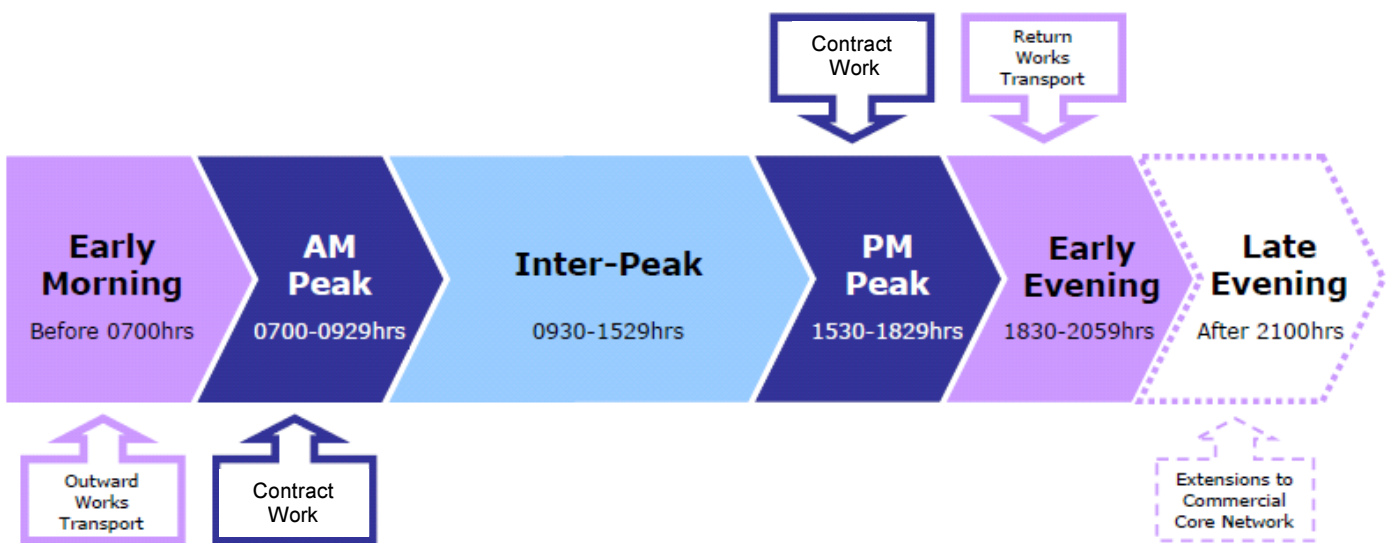
3.6 These are all exciting new projects which it is hoped will improve accessibility for the residents of Fenland.

## Franchise Pilot

- 3.7 Work on the micro franchise pilots has developed to a stage where these should be ready for implementation in December 2011. The basic concept is similar to a commercial franchise where a right is granted to an individual or group to market and deliver a company's goods or services within a certain geographical territory or to a certain group of potential customers. The aim of our model is to provide a new way of delivering locally tailored, potentially semi demand responsive transport services throughout Cambridgeshire. It is also expected that this means of provision will be much more efficient than standard models of provision.
- 3.8 In the long run, the concept is that there will be a large number of franchised vehicles operating across the county with the County Council using its purchasing power and organisational and business capability to procure vehicles and support the franchisees during the set-up, bedding down and further development stages of their businesses. Although the aim is for the franchises to be profitable there are some areas of the county where there may need to be some level of subsidy and this will need to be determined as the model is rolled out.
- 3.9 As with any new product or service, it is beneficial to trial the concept prior to full roll out. Three potential areas for trials of the franchise concept have therefore been identified, each with slightly different characteristics.
- 3.10 The offer to the franchisees will consist of the following:
- Vehicle: taxed and insured
  - Vehicle maintenance
  - A strong brand identity and marketing
  - Vehicle registration/licensing: traffic commissioners for registered routes, district council for private hire vehicles.
  - An area in which to operate
  - Support in identifying viable routes.
  - Access to data
  - Training – Provided in-house
  - Business Support/Administration (accountancy/tax advice)
  - Co-ordination role for the contact center/single point of contact: group booking exploration.
- 3.11 Ultimately, in return the County Council will receive a franchise fee and delivery of locally responsive public transport, although in the trial, a franchise fee will not be charged. Indeed, for the trial, it will be necessary to ensure that the franchisee is not financially penalised for taking part in the pilot and they will also need to be incentivised to act in an entrepreneurial manner.
- 3.12 The estimated budget for the three pilots combined is approximately £159,500 based on;
- Provision of three minibuses -£120,000
  - Conversion costs - £4,500
  - Legal Advice - £5,000
  - Marketing - £20,000
  - Other costs - £10,000

- 3.13 The funding for the pilots would come from the Invest to Transform Reserve. Post pilot we would look for this up-front investment to be re-paid by the franchisee through a franchise fee, over a period of 5 years.
- 3.14 The first two of these franchise pilots are planned to launch in December and the third in January 2012. The form of these is proposed as follows:

**Tender led franchise**– This project is centred around Duxford/Linton. The proposal is that it will include provision of a County Council tendered contract, and following work with local members, in the early morning and evening the franchisee could feed local residents into Whittlesford station to connect with the commuter trains. This would leave a period during the day when the franchisee would be supported in identifying opportunities to provide services that the local community require. The potential operation of the franchise is shown graphically below.



**Feeder Service franchise** – this would be based around Swavesey/Longstanton and provide for community needs and feed into the Guided Busway.

Over Day center currently own a vehicle. This vehicle is currently only used between the hours of 9.30-10.30 and 3.00-4.30. The county council could look to provide this service, for an agreed fee, as part of a franchise and then the franchisee could use the mini bus outside of these times for other local services to be developed. Pre-9.30 the franchisee could feed commuters into the busway. Post 4.30 it would pick them up and take them back to their villages. It could also allow people to book transport from the busway late at night.

**Community led franchise** – this would be based around Haddenham/ Wilburton and again follows discussions of opportunities identified by local members. Haddenham Parish Council and their local county councillor have identified a need in the area for a better bus service. They see the franchise model as an opportunity to deliver their own services. They would source the driver from the local community which gives at least one resident a local job. This person would use their local knowledge and the local parish councillors to look at what transport need the local area has.

#### **4.0 NEXT STEPS AND RECOMMENDATION**

- 4.1 It is anticipated that if agreed, the first two franchise pilots will be up and running by early December. It is anticipated that the pilots will run for six months with a full evaluation of their benefits being undertaken within this period. This doesn't preclude any new franchisees coming forward within this period and indeed that will be promoted. All projects will be monitored and assessed against defined performance criteria.
- 4.2 If the trial is successful in providing better transport solutions for local communities, within the funding envelope and taking into account statutory duties, we will consider how the model can be rolled out progressively across Cambridgeshire. Given the proposed reduction in tendered bus services on which a consultation is currently underway, it is expected that the first areas for introduction of the franchises in full operational mode will be those areas proposed for the first bus service withdrawals. These areas have not yet been identified but will be subject to the results of the consultation.
- 4.3 Cabinet is recommended to:
- a) Note progress on developing the Cambridgeshire Future Transport Project
  - b) Establish the three micro franchise pilot projects noted in this report.

#### **5. ALIGNMENT WITH PRIORITIES AND WAYS OF WORKING**

The following bullet section set out details of implications identified:

##### **5.1 Supporting and protecting vulnerable people when they need it most**

The new model would allow the exploration of innovative means of provision to improve accessibility through a more integrated, efficient approach to delivering transport in line with our statutory and discretionary policies

##### **5.2 Helping people live healthy and independent lives in their communities**

It is anticipated that Cambridgeshire Future Transport will be able to deliver wider community outcomes through identifying practical, achievable and sustainable solutions that will achieve greater value for money.

##### **5.3 Developing the local economy for the benefit of all**

The new model aims to stimulate market innovation and response as well as open opportunities to create new community joint ventures.

The model should enable us to support enterprise and accelerate improvements through incentivising local providers to offer responsive and efficient services.

##### **5.4 Ways of Working**

The proposals will mark a substantial change in the way the council operates and provides transport services.

**6. SIGNIFICANT IMPLICATIONS**

**6.1 Resource and Performance Implications**

The following bullet points set out details of significant implications identified:

- ◆ Proposals would benefit from the sharing of NHS, District and City, and relevant county council transport budgets which will be determined by the respective Partners when they reach a decision whether or not to sign up to the Business Case .
- ◆ Resource has been identified from across the County Council to help support the project.

**6.2 Statutory, Risk and Legal Implications**

The following bullet points set out details of significant implications identified:

- ◆ A ‘Transport for Cambridgeshire’ partnership would signal a new approach to shared delivery across sectors and provide a basis for coordinating the pathfinders and sharing resources.
- ◆ The voluntary sector has also been engaged throughout the model’s development in addition to neighbouring authorities.
- ◆ The model will encompass the Statutory countywide policies including Special Educational Needs children, looked after children, home to school, concessionary fares and non-emergency passenger transport policies.
- ◆ The model will also cover discretionary countywide policies such as support for community transport, subsidised bus routes and times and any extension to statutory provision.
- ◆ The Model will take into account any eligibility criteria that need to be applied by Partners prior to the allocation of transport.

**6.3 Equality and Diversity Implications**

- A Key objective for the initiative is to innovate and improve service accessibility however there will be circumstances when this is restricted by the Eligibility Criteria which have to be applied by a partner.

**6.4 Engagement and Consultation**

The following bullet points set out details of significant implications identified:

- ◆ There will be engagement with service users/patients and communities as part of the ongoing work on a Community Impact Assessment to identify the potential impacts of any changes to our policies, services and functions.
- ◆ The opportunities and potential arising from a new delivery model will also need to be integrated into the wider consultation taking place on potential reductions in bus services.

Source Documents	Location
Governance Group papers	Dan Clarke Room No:3rd Floor A Wing Castle Court

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**SOUTH CAMBRIDGESHIRE DISTRICT COUNCIL**

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<b>REPORT TO:</b>	Scrutiny and Overview Committee	3 November 2011
<b>AUTHOR/S:</b>	Legal and Democratic Services Manager / Democratic Services Team Leader	
<b>PORTFOLIO HOLDER:</b>	Environmental Services Portfolio Holder	

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**MEMBER TRAINING AND DEVELOPMENT****Purpose**

1. To inform the Committee of the progress made regarding the achievement of Charter Status for Elected Member Development and to seek the Committee's views regarding ways to increase attendance and participation.
2. The matter under scrutiny was not a key decision although it does affect all councillors.

**Options**

3. The Committee is invited to comment on the progress towards achievement of the Member Charter and to make suggestions for training and development opportunities and for increasing the take-up rate.

**Background**

4. In August 2010 the Environmental Services Portfolio Holder, as Member Development Champion, established a cross-party Member Development Task and Finish Group to steer both the Council's Charter Status work and to manage a more structured approach to member training and development.
5. On 10 November 2010 the Leader, Major Opposition Group Leader and Chief Executive signed a commitment to achieve Quality Charter Status for Elected Member Development within the next three years. This commitment built on the actions set out in the Council's existing Member Development Strategy 2008-2011, which was refreshed for 2011-2014 and adopted by Council in April 2011.

**Considerations**

6. The Task and Finish Group has met ten times since August 2010 and has made the following contributions:
  - Reviewed the accreditation guidelines for Charter Status at each meeting, adding details of achievements that the Council has made and making suggestions on how the outstanding targets can best be achieved (**Appendix A**);
  - Suggested the programme for new members' induction training in May 2011;
  - Agreed a process for providing all Councillors with one to one interviews should they wish to discuss their training needs;
  - Agreed an exit interview / questionnaire for all retiring members;
  - Agreed to promote attendance at fortnightly briefings and training sessions;
  - Considered post-event feedback and made recommendations for future training plans;

- Reviewed anonymised summaries of members' 1:1 interviews and personal development programmes to identify common requirements for inclusion in the annual training programme.
7. Revised criteria for Charter status were received immediately before the 21 June 2011 Member Development Task and Finish Group meeting. Most of these criteria were broadly similar to those on which the Council was already working, either as part of the Member Charter or other corporate projects, such as Cabinet's 8 September 2011 decision to establish a Youth Council following on from actions in the Young People's Plan, and the first Council Open Day on 7 October 2011 as part of Customer Services Week. An open day with young people was held on 13 October 2011 as part of Local Democracy Week, which included a number of members answering questions from the attendees and presenting an overview of what the Council, and what a councillor, does. Member involvement in the preparation, planning and delivery of such projects is a requirement of Charter Status as the events provide opportunities for members to develop their constituency role, working with different age groups and promoting the role of councillor as community champion.
8. The following actions have been undertaken by members and officers towards Charter accreditation:
- (a) Introduction of a regular programme of member briefings on key topics. Briefings have been scheduled on the second and fourth Wednesday of each month and the programme is being reviewed regularly by Senior Management Team (SMT) and Executive Management Team (EMT) to ensure that it aligns closely with the forward plan, but overall the programme is being driven by member demand, with a number of briefings being held at members' specific requests for more information about a particular topic. Members are also beginning to take an active part in delivery of briefings;
  - (b) Exit interviews with former members and offering 1:1 interviews with current members to determine training and development needs, leading to the development of personalised training programmes for members;
  - (c) Development of an annual training programme is underway and will be presented to Cabinet in February 2012 once the majority of 2012/13 meetings have been scheduled to align training opportunities with meeting dates to minimise the number of car journeys. The Equality Impact Assessment (EQIA) already completed on the timing of meetings is also relevant to the timing of training events, demonstrating that cultural and faith commitments are considered and accounted for when meetings and trainings are scheduled, as is a requirement of the Charter;
  - (d) Implementation of the Modern Councillor on-line training resources for councillors has been delayed temporarily following staffing changes, but will be resumed as soon as Democratic Services have been fully trained to use the system. Modern Councillor offers a number of generic self-study training modules on issues specific to councillors, and bespoke modules can be developed in-house to provide on-line training for issues specific to South Cambridgeshire;
  - (e) Review of Member Induction in November 2011 once the newest councillors have had six months to reflect on their initial introduction to being councillors. Their feedback will help the Member Development Task and Finish Group develop the 2012 induction programme and the materials in the New Member Induction Pack;
  - (f) Creation of a 'Be a Councillor Guidance Pack' which was handed out to prospective councillors at the Open Day and is also available for download from the Council's website. An event for prospective councillors will be held on the evening of 13 February 2012, well in advance of the closing date for nominations;

- (g) Establishment by South Cambridgeshire of the Cambridgeshire Member Development Network to bring together the lead members and officers for member development from across the county using the Local Government Association's Communities of Practice website. Membership now includes Cambridgeshire County Council, Cambridge City Council, East Cambridgeshire District Council, Huntingdonshire District Council and Peterborough City Council. Network authorities are sharing training and development plans and it is proposed that, where appropriate, training and development invitations be extended to members and officers of network authorities to maximise the use of training budgets;
- (h) Quarterly development update leaflets issued to all councillors with a calendar of forthcoming events, feedback for recent events, details of how to suggest new topics, and any other progress towards Charter Status;
- (i) Virtual attendance at conferences through 'webinars';
- (j) Intranet-based member library of training and development materials from recent events, and other items of interest, such as the Political Mentoring Toolkit recently launched by City University London;
- (k) More publicity of forthcoming events, including a sign-up sheet in the Members' Lounge. Members who have signed up to attend will receive a confirmation e-mail from Democratic Services; and
- (l) A Member Development blog on the intranet where members can discuss training, make suggestions for future events.

9. The Committee will be pleased to note that, following a review of the Council's self-assessment for Charter status by South East Employers, who will be conducting the formal review, the Council was advised that it was ahead of schedule for meeting all the criteria and was invited to bring its assessment visit forward from March 2012 to October 2011. The Environmental Services Portfolio Holder will be asked to confirm at her 15 November 2011 meeting to bring the visit forward to 24 January 2012; the reason for the delay was due to the number of events during the autumn of 2011 and to give the Member Development Task and Finish Group the opportunity to review their delivery and make suggestions for future years.

### Implications

10.

Financial	The majority of work is being undertaken in-house and access to the Modern Councillor on-line learning modules is part of the Council's existing subscription to Learning Pool. Through the Cambridgeshire Member Development Network, more opportunities for training and development will be available than the Council's annual member training budget of £5,080 would alone have funded.
Legal	None specific.
Staffing	Achieving Charter Status involves officer time. The officers involved are the Democratic Services Team Leader, one Democratic Services Officer and the Member Services Officer.
Risk Management	None specific.
Equality and Diversity	The Council's Equality and Diversity Officer has been contacted with regard to ensuring that member training is accessible for all Councillors.
Equality Impact Assessment completed	No An EQIA relating specifically is not considered to be necessary, but as described earlier in the report, the EQIA on the timing of meetings is applicable to the timing of training and development events.

Climate Change	Introduction of e-learning opportunities, and scheduling of training events on days when other meetings are scheduled will reduce the number of car journeys.
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**Consultations**

- 11. Consultation has been undertaken with other authorities which have already achieved Member Development Charter Status (using the previous criteria) and, via the Association of Democratic Services Officers, with other authorities working towards accreditation under the new criteria. The Cambridgeshire Member Development Network includes one authority (Huntingdonshire) which has recently achieved Charter Status, with Cambridgeshire County Council and Peterborough City Council both recently having committed to achieving it within the next few years, so South Cambridgeshire is well-placed to advise and be advised on the process.
- 12. The Member Development Task and Finish Group were consulted on the Member Development Strategy and made suggestions and amendments prior to its presentation to Council in April 2011.
- 13. Member evaluation of the training that the Council provides is also a requisite of the Member Development Charter. This post-training information after every event is shared with the trainer and used to inform future programmes.

**Consultation with Children and Young People**

- 14. None yet, but this will be undertaken as part of the requirements to establish a Youth Council and to develop citizenship links with local schools and higher education providers. Members will also be involved in training and induction of youth councillors and in speaking with young people about local democracy and answering their questions about the Council and its role.

**Effect on Strategic Aims**

- 15. Achieving the Member Development Charter will assist the Council in achieving Aim A (iv) “achieving improved customer satisfaction with our services”.

**Conclusions / Summary**

- 16. As of 3 November 2011, thirty-nine training events will have been held since the previous May. Forty-eight of fifty-seven councillors (84%) have attended at least one session. It is acknowledged that there is no one time which is suitable for all members to attend training and it is hoped that the launch of on-line training and invitations to attend events held by other authorities will bring this total closer to 100%.

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

Member Development Strategy 2011-2014

**Contact Officer:** Holly Adams – Democratic Services Team Leader  
Telephone: (01954) 713030

**Contact Member:** Cllr Sue Ellington – Environmental Services Portfolio Holder

## Member Development Charter Self-Assessment

### 1. Commitment to councillor development

Elements	EXAMPLES of evidence <sup>1</sup>	SPECIFIC MINIMUM REQUIREMENTS for Charter	Evidence / Action	By When	By Whom
<p><b>1.1 Political and managerial leadership is committed to the development of councillors.</b></p> <p><i>What this means in practice</i> Political and managerial leadership put strategies into place to improve councillor and council performance.</p>	<ul style="list-style-type: none"> <li>• Investment in resources including learning materials, facilitators etc</li> <li>• Signed commitment to achieving the Charter</li> <li>• A written statement that has been circulated to all councillors expressing the council's intent to develop all councillors.</li> <li>• Articles / minutes of meetings which declare a commitment to councillor development and ways of achieving this.</li> <li>• lIP Award for councillors</li> <li>• Public commitment to councillor development in council newsletters.</li> <li>• Strategies are in place to support councillor development.</li> <li>• A cross party Learning</li> </ul>	<p>Clear commitment from the top political and managerial leadership</p>	<p>Political Groups and Senior Management Team (SMT) supportive of the aim to achieve Member Charter status and have attended training events.</p> <p>Member Task and Finish Group notes go to SMT for consideration.</p>	<p>11 November 2010: signing-up to Charter 15 December 2010: SMT expressed its support and asked to be kept informed of all developments.</p>	<p>Group Leaders  SMT</p>
		<p>Signed commitment to member development and action plan</p>	<p>Chief Executive, Leader of Council and Leader of Opposition signed-up to the Charter</p>	<p>At Cabinet on 11 November 2010</p>	<p>Chief Executive  Leader of Council  Major Opposition Group Leader</p>
		<p>Established all-party training and development task group</p>	<p>All party Member Development Task &amp; Finish Group has been set up</p>	<p>Inaugural meeting on 26 August 2010</p>	<p>Member Development Champion (Environmental Services Portfolio Holder)  Democratic Services</p>

<sup>1</sup> The 'Examples of Evidence' given in the Good Practice Guidance may help in identifying action to take, however the examples are not a requirement and councils must decide on action that best fits their particular circumstances.

Elements	EXAMPLES of evidence <sup>1</sup>	SPECIFIC MINIMUM REQUIREMENTS for Charter	Evidence / Action	By When	By Whom
	and Development Reference Group <ul style="list-style-type: none"> <li>• Councillors' Handbook</li> <li>• Intranet / Internet access</li> <li>• Political and managerial leadership can describe strategies to develop councillors.</li> <li>• Confirmation by councillors that political and managerial leaders are committed to their development.</li> <li>• Produce a Councillor Development Policy.</li> </ul>	There is a clear strategy	There is a Member Development Strategy 2011-14, updating and building upon the previous 2008-11 Strategy	14 April 2011	Council
			Members are given the Member Toolkit, updated annually, bringing together in one place the various policies, strategies, codes and responsibilities Members need to know	Election time each year, three years out of four  In-year updates as required when new legislation is enacted, new strategies / policies adopted or external bodies update their guidance	Democratic Services
		Feedback from Members confirms that strategy & actions described, take place	1:1 interviews, personal training needs analysis surveys	Elected Members via 1:1 interviews, training needs analysis	Elected Members  Democratic Services
		Named councillor(s) and officer(s) responsible for councillor development	Environmental Services Portfolio Holder is Champion for Member Development	Since 2008	Leader, as part of delegations to Executive Members
			Democratic Services Team Leader is officer responsible for operational delivery of Member Development	Since April 2011	Executive Director (Corporate Services)  Legal and Democratic Services Manager

Elements	EXAMPLES of evidence <sup>1</sup>	SPECIFIC MINIMUM REQUIREMENTS for Charter	Evidence / Action	By When	By Whom
		Evidence that all-party training and development task group meet on regular basis	Minutes and agendas of Member Development Task and Finish Group	On-going	Democratic Services
<p><b>1.2 Councillor Learning and Development Policy</b></p> <p><i>What this means in practice</i> The council has a written policy that has been distributed to all councillors, specifying the principles and operational procedures for councillor learning and development</p>	<ul style="list-style-type: none"> <li>• Production of policy on request.</li> <li>• Councillors and officers able to describe actions taken to implement and monitor the policy.</li> <li>• Councillors are able to describe the outcomes of the policy implementation.</li> <li>• Councillors can explain how they were made aware of the policy and how the council supports the implementation of the policy.</li> </ul>	Statement of Commitment Policy, easily accessible to Members	<p>Member Development Strategy 2011-14:</p> <ul style="list-style-type: none"> <li>• Foreword summarises commitment to member training and development, support available</li> <li>• Objectives set out at Section 3</li> <li>• Members' responsibilities set out at Section 6</li> <li>• Policy was discussed at Council.</li> </ul>	14 April 2011	Council
<p><b>1.3 Access to learning and development takes into account diversity of needs</b></p> <p><i>What this means in practice</i> Political and managerial leadership can describe specific actions that they</p>	<ul style="list-style-type: none"> <li>• Statistical evidence of attendance.</li> <li>• Menu of learning and development options to meet individual needs.</li> <li>• Timing of events takes account of cultural and personal circumstances.</li> <li>• Councillors confirm that</li> </ul>	Timing of events takes account of cultural and personal circumstances	<p>Need to ensure that we have background information on members to prove that training is accessible to all.</p> <p>At one-to-one interviews Councillors are asked whether there are any barriers to training.</p>	<p>Access database</p> <p>Large print leaflets</p> <p>Council scheduling takes into account religious holidays</p>	<p>Democratic Services</p> <p>Elected Members</p>

Elements	EXAMPLES of evidence <sup>1</sup>	SPECIFIC MINIMUM REQUIREMENTS for Charter	Evidence / Action	By When	By Whom
have taken to ensure equal access to learning and development opportunities for all councillors.	action is taken to accommodate diversity of need.	Elected members confirm the action taken to ensure equality of opportunity to development	1:1 interviews, exit interviews	On-going	Democratic Services  Elected Members
		The development programme includes a range of delivery methods to meet the different learning styles of members	Pre-course questionnaire would allow Councillors to identify any special requirements.	31 March 2012	Democratic Services
			Member Training area set up on intranet as repository for training materials and presentations, allowing members to access information at a later date, or those members who were unable to attend a course to self-study at their convenience	April 2011	Democratic Services
			Development of Learning Pool e-learning modules for self-study, including SCDC-specific modules, as set out in Member Development Strategy, Section 8 (Training Methods)	31 March 2012	<i>Democratic Services, related service areas (to provide information)</i>
<b>1.4 Designated budget for councillor development</b>  <b>What this means in practice</b> The council has a designated budget for councillor development	<ul style="list-style-type: none"> <li>• Sight of budget and how it is used.</li> <li>• Information that informs councillors of the existence of the budget.</li> <li>• Minutes of meetings that shows councillors involvement in setting and monitoring the</li> </ul>	Budget is explicit and clearly identified and monitored	Portfolio Holder decided that all budgets, which were used for member training, needed to be identified to ensure that the total available for member development is properly monitored.	Environmental Services Portfolio Holder meeting on 12 October 2010.  Quarterly financial monitoring reports for Environmental Services Portfolio	Environmental Services Portfolio Holder  Democratic Services



Elements	EXAMPLES of evidence <sup>1</sup>	SPECIFIC MINIMUM REQUIREMENTS for Charter	Evidence / Action	By When	By Whom
which is adequate to meet priority development needs.	budget. • Councillors confirm that the budget is sufficient to meet priority development needs.			budget	
<p><b>1.5 Officer support for councillors' development</b></p> <p><i><b>What this means in practice</b></i>                      Officer/ s of the council have responsibility for co-ordinating councillor development</p>	<ul style="list-style-type: none"> <li>• Officer/s job description.</li> <li>• Named officer/s in Councillors' Handbook or other information source that is distributed to councillors and officers.</li> <li>• Councillors are able to name the officer who supports their learning and development.</li> <li>• Named officer/ officers demonstrate that they have the knowledge and skills to enable councillors to learn and develop effectively.</li> <li>• Those responsible for planning learning and development activities for councillors are able to demonstrate their understanding of learning and development in a political context.</li> </ul>	Members confirm that there is an officer who supports their learning	<p>Senior Democratic Services Officer to be responsible for supporting member training.</p> <p>Democratic Services Team Leader taken over as strategic lead from 5 April 2011 following secondment to Accountancy of Senior Democratic Services Officer.</p> <p>Democratic Services Officer and Member Services Officer job descriptions both set out operational responsibilities for member development, including co-ordination and publicity of training events, collation and analysis of post-training feedback, 1:1 interviews.</p>	<p>Agreed at Democratic Services Team Meeting on 25 August 2010 and confirmed at SMT meeting on 15 December 2010.</p> <p>Updated Democratic Services Team Leader, Democratic Services Officer and Member Services Officer job descriptions agreed April 2011.</p>	<p>Democratic Services</p> <p>Executive Director (Corporate Services)</p>

**2. Strategic Approach to Member Development**

Elements	EXAMPLES of evidence	SPECIFIC MINIMUM REQUIREMENTS for Charter	Evidence / Action	By When	By Whom
<p><b>2.1 Councillor-led strategy</b></p> <p><i>What this means in practice</i> Representative councillors are involved in the formulation, implementation, monitoring and evaluation of councillor development strategies, possibly through an established all party task group or other all-party</p>	<ul style="list-style-type: none"> <li>• Written strategy available for viewing.</li> <li>• Minutes of meetings showing monitoring and evaluation of the strategy.</li> <li>• Councillor Reference Group description of their involvement in formulating the strategy.</li> <li>• Overview and Scrutiny</li> </ul>	<p>Decisions about member development are taken by some form of formally constituted body of members</p>	<p>Decisions regarding member development have been taken by the Environmental Services Portfolio Holder, Cabinet and Council.</p>	<p>14 April 2011</p>	<p>Council's adoption of the Member Development Strategy 2011-14</p>
			<p>Cross-party task and finish group set up.</p>	<p>Task and Finish Group set up on 27 July 2010</p>	<p>Environmental Services Portfolio Holder</p>

Elements	EXAMPLES of evidence	SPECIFIC MINIMUM REQUIREMENTS for Charter	Evidence / Action	By When	By Whom
committee	<p>Review of the effectiveness of the strategy.</p> <ul style="list-style-type: none"> <li>Those involved in formulating the strategy can demonstrate how it links to the corporate objectives and the rationale behind stated priorities.</li> </ul>	<p>Strategy identifies priority development needs and makes stated and clear links with council's aims and objectives</p>	<p>On Scrutiny and Overview meeting agenda for 3 November 2011.</p> <p>Member Development Strategy 2011-14:</p> <ul style="list-style-type: none"> <li>Foreword: summary of commitment to member development</li> <li>Paragraph 1: why the strategy is needed refers to Corporate Aims and Approaches</li> <li>Paragraph 7: Types of training and development: details of process for annual development review to inform programme</li> </ul> <p>At one-to-one interviews all members are asked whether they think training is linked to corporate plan and objectives.</p>	14 April 2011	Adopted by Council
<p><b>2.2 Councillor roles are clearly defined</b></p> <p><i>What this means in practice</i> The various representative roles are clearly defined and councillors are able to describe how they contribute to the achievement of community, political and</p>	<ul style="list-style-type: none"> <li>Councillor role descriptions</li> <li>Implementation of the political skills framework</li> <li>Extracts from the constitution outlining councillor roles and responsibilities.</li> <li>Councillors can describe how they</li> </ul>	<p>Members demonstrate an understanding of the skills and knowledge required in their ward and council wide roles</p>	<p>Individual training needs assessments through 1:1 interviews</p> <p>At one-to-one interviews all members are asked whether they think training is linked to corporate plan and objectives.</p>	Ongoing programme that is updated annually where individual needs are assessed.	Democratic Services, Elected Members

Elements	EXAMPLES of evidence	SPECIFIC MINIMUM REQUIREMENTS for Charter	Evidence / Action	By When	By Whom
council objectives.	contribute to the work of the council and their local community.	Member role descriptions exist and are maintained for all key roles including ward councillor	Constitution, Part 5, J – Member Role Descriptions	To review during 2011/12	Democratic Services, Constitution Review Working Party
		Elected members are clear about what the council is trying to achieve and the part they play in this as councillors	New Member Induction	9 and 26 May 2011	Democratic Services, SMT, EMT
			Member briefings	Starting in June 2011	Democratic Services (co-ordination, intranet updates and delivery), other service areas (delivery)
			Member Development Strategy sets out Council's Aims and Approaches (Section 1), objectives of strategy (Section 3), responsibilities (Section 6) and outcomes (Section 10)	14 April 2011	Council
			Good conduct: absence of complaints made to Monitoring Officer about conduct of District Councillors		
			Work undertaken		
		Re-election			

Elements	EXAMPLES of evidence	SPECIFIC MINIMUM REQUIREMENTS for Charter	Evidence / Action	By When	By Whom
			Percentage attendance at meetings.	Figures are available on Modern.gov and on the website	
<p><b>2.3. Individual Learning and Development Plans</b></p> <p><i><b>What this means in practice</b></i>                      The council has a structured process for regularly assessing councillors' individual learning and development needs based on focused objectives.</p>	<ul style="list-style-type: none"> <li>• Published system used to identify individual needs.</li> <li>• Learning Styles Analysis.</li> <li>• Individual Learning and Development Plans identifying how, when, where and who is responsible for learning and development activity.</li> <li>• Training Needs Analysis Proforma.</li> <li>• Councillors are able to describe how learning and development activities have helped them to carry out their role and contribute to the achievement of the councils objectives.</li> <li>• Individual Learning and Development Plans link with function and corporate objectives.</li> </ul>	System / process exists to identify individual development needs	<p>1:1 interviews – results analysed by Member Development Task &amp; Finish Group and used to inform training programme</p> <p>E-mailing of Council's chairmen about training needs, particularly meetings skills</p>	<p>Up to date and on-going</p> <p>May / June each year</p>	<p>Democratic Services</p> <p>Elected Members</p> <p>Member Development Task &amp; Finish Group</p> <p>Democratic Services</p>

Elements	EXAMPLES of evidence	SPECIFIC MINIMUM REQUIREMENTS for Charter	Evidence / Action	By When	By Whom
<p><b>2.4. Political Leadership and Executive Team development and management</b></p> <p><i><b>What this means in practice</b></i> The council has a structured process for assessing current and future leadership and Executive Team development needs. Development Programmes are put into Place.</p>	<ul style="list-style-type: none"> <li>• Published process used to assess needs.</li> <li>• Learning and Development Plans.</li> <li>• Political leadership development programme.</li> <li>• Events that support team building.</li> <li>• Joint events for executive and senior management.</li> <li>• Succession development programmes / events.</li> <li>• Courses to support political leadership development.</li> <li>• Community Leadership development courses.</li> <li>• The political leadership can describe actions taken to develop political leadership capacity</li> </ul>	<p>Published process to assess needs</p>	<p>Member Development Strategy sets out Delivery (Section 4), Councillors' responsibilities (Section 6), Resourcing (Section 9) and Outcomes (Section 10)</p>	<p>31 March 2012</p>	<p>Cabinet  Group Leaders  SMT  EMT</p>
		<p>Joint regular events / development plan that support the top team working together corporately &amp; development</p>	<p>Joint officer / member development is offered when appropriate- Ageing Well Workshop, Member Officer Relations.</p>	<p>31 March 2012</p>	<p><i>Democratic Services</i>  <i>Elected Members</i>  <i>SMT / EMT</i></p>
			<p>Member champions in certain topics / functions:</p> <ul style="list-style-type: none"> <li>• Built Heritage</li> <li>• Business</li> <li>• Children &amp; Young People</li> <li>• Equality and Diversity</li> <li>• London 2012 Olympic and Paralympic Games</li> <li>• Member Development</li> <li>• Policing</li> <li>• Vulnerable Adults</li> </ul>	<p>On-going</p>	<p>Leader of Council</p>
			<p>Member development is a standing item on the Environmental Services portfolio holder agenda.</p>	<p>On-going</p>	<p>Democratic Services  Environmental Services Portfolio Holder</p>

Elements	EXAMPLES of evidence	SPECIFIC MINIMUM REQUIREMENTS for Charter	Evidence / Action	By When	By Whom
			<p>Cabinet members and leaders of political groups have been offered leadership academy courses run by the IDeA.</p> <p>Cabinet members will attend LGG courses in the new year.</p>	Funding no longer offered	
<p><b>2.5. Committee Learning and Development</b></p> <p><i>What this means in practice</i> The council has a structured process for assessing the learning and development needs of all of council committees</p>	<ul style="list-style-type: none"> <li>Published system used to identify needs.</li> <li>Learning and development plans.</li> <li>Councillors on committees can describe learning that has taken place and is due to take place.</li> </ul>	<p>Published system / process to identify needs</p>	<p>As above, 1:1 interviews with results analysed by Member Development Task and Finish Group</p>	<p>On-going and updated annually</p>	<p>Democratic Services Elected Members Member Training Task and Finish Group</p>
<p><b>2.6. Development opportunities are promoted and take into account access requirements.</b></p> <p><i>What this means in practice</i> Councillors receive appropriate and adequate notice of development opportunities to allow them to plan in advance. Events are organised at various times, to allow for</p>	<ul style="list-style-type: none"> <li>A planned timetable of learning opportunities.</li> <li>A menu of learning opportunities.</li> <li>Councillors' newsletters and notices publicising events and information.</li> <li>Access to knowledge websites.</li> <li>Examples of events arranged at different times.</li> <li>Systems to encourage</li> </ul>	<ul style="list-style-type: none"> <li>Timetable of learning opportunities that demonstrate events arranged at different times</li> </ul>	<p>Training events are highlighted in the Weekly Bulletin, on fliers in pigeonholes, via email and on a sign-in sheet in the Members' Lounge.</p> <p>Members are notified separately by monthly paper copy of forthcoming training.</p>		<p>Democratic Services Elected Members</p>

Elements	EXAMPLES of evidence	SPECIFIC MINIMUM REQUIREMENTS for Charter	Evidence / Action	By When	By Whom
<p>access by those with work or caring responsibilities. A range of methods are utilised to meet learning needs</p>	<p>take-up of learning events i.e. use of champions, political whips.</p> <ul style="list-style-type: none"> <li>Councillors can give examples of how they receive information about learning opportunities.</li> <li>Councillors confirm that the council actively removes barriers to inclusion for learning and development activities.</li> </ul>		<p>What members had learned from recent training events and what training is coming up is a standing item on the agendas of the political group meetings.</p>	<p>Copies of Group agendas can be provided.</p>	<p>Elected Members</p>
		<ul style="list-style-type: none"> <li>Rolling programme of development activities published and circulated to all councillors through a variety of channels</li> </ul>	<p>Member briefing programme being rolled out summer 2011</p>	<p>31 March 2012</p>	<p>Democratic Services (co-ordination, intranet updates and delivery), other service areas (delivery)</p>
		<ul style="list-style-type: none"> <li>Members can give examples of how they receive appropriate and adequate notice of learning opportunities</li> </ul>		<p>31 March 2012</p>	<p>Elected Members</p>
		<ul style="list-style-type: none"> <li>Training programmes indicate development opportunities available at a range of times allowing access by different groups including those who work</li> </ul>	<p>Development of Learning Pool e-learning modules for self-study, including SCDC-specific modules, as set out in Member Development Strategy, Section 8 (Training Methods)</p>	<p>31 March 2012</p>	<p>Democratic Services, related service areas (to provide information)</p>





Elements	EXAMPLES of evidence	SPECIFIC MINIMUM REQUIREMENTS for Charter	Evidence / Action	By When	By Whom
		External partners are involved in relevant training sessions	Leader & Deputy Leader attend LGA meetings.  Other meetings with Partners include: Neighbourhood Panels. In Your Patch. Leaders' meetings. LSP Board. Crime & Disorder Reduction Partnerships.  Joint Planning Training organised by Cambridgeshire Horizons  NHS Changes PCT/Public Health	31 March 2012	Elected Members  SMT / EMT
<p><b>2.8. Corporate Councillor Learning and Development Plan prioritising activities.</b></p> <p><i><b>What this means in practice</b></i>                      Bringing together all learning and development plans – individuals, committees, political leadership and teams into a Corporate Plan that is able to prioritise activities according to resources and which links to council's aims &amp; objectives and the development of elected Members.</p>	<ul style="list-style-type: none"> <li>• Corporate Learning and Development Plan.</li> <li>• Prioritisation document.</li> <li>• Councillor Reference Group able to explain how activities were prioritised.</li> </ul>	Corporate Learning and Development Plan	Member Development Strategy 2011-14  Member Development Programme 2011-12 linked to the Corporate Forward Plan.	14 April 2011  On-going annually.	Council  Member Training Task and Finish Group  Democratic Services  SMT / EMT  Elected Members

Elements	EXAMPLES of evidence	SPECIFIC MINIMUM REQUIREMENTS for Charter	Evidence / Action	By When	By Whom
<p><b>2.9. Structured Induction process for all new councillors.</b></p> <p><i>What this means in practice</i> Councillors who are new to the council and those who take on new roles receive structured and effective induction.</p>	<ul style="list-style-type: none"> <li>• Induction Programme of events / visits / meetings.</li> <li>• Individual Induction Plans.</li> <li>• Mentor / Peer / Buddy support.</li> <li>• Councillor Handbooks.</li> <li>• Local, Regional, National Learning events.</li> <li>• Intranet / Internet / CD supports.</li> <li>• Councillors can describe their induction processes, what they learned and how the learning has helped them to be effective in their role.</li> </ul>	<p>Induction Strategy &amp; programme of events</p>	<p>Member Development Strategy 2011-14 sets out induction programme at Section 7, Part III</p>	<p>14 April 2011</p>	<p>Council</p>
		<p>Induction programme for new councillors</p>	<p>Council has an induction-training programme and an induction pack is handed out to all newly elected members at the count.</p>	<p>9 and 26 May 2011</p>	<p>Democratic Services SMT / EMT</p>
		<p>Councillors can describe their induction processes, what they learned and how the learning has helped them to be effective in their role</p>	<p>Councillors being asked about their induction in one-to-one interviews.</p> <p>Newly-elected members will be interviewed six months after election to ask specific questions about induction to help inform the next programme.</p>	<p>On-going</p> <p>January / February 2012</p>	<p>Democratic Services Elected Members Member Development Task &amp; Finish Group</p>
<p><b>2.10. Evaluation mechanisms that inform future plans.</b></p> <p><i>What this means in practice</i> The council has systems in place that effectively evaluate</p>	<ul style="list-style-type: none"> <li>• Examples of evaluation mechanisms.</li> <li>• A system for evaluating individual learning and development with examples.</li> <li>• An evaluation process</li> </ul>	<p>Top political and managerial leadership can describe how training and development is evaluated and who is responsible</p>			

Elements	EXAMPLES of evidence	SPECIFIC MINIMUM REQUIREMENTS for Charter	Evidence / Action	By When	By Whom
councillor learning and development activity and identifies the benefits for individuals and the council and areas for improvement	which focuses on outputs (actions), outcomes (results) and continuous improvement. • Councillors can describe how learning and development is evaluated and who is responsible for ensuring the evaluations take place.	Written up outline approach to evaluate elected member training and development with named member and officer responsibilities.	Councillors sent evaluation questionnaires after training.	Done after each training session.	Democratic Services  Elected Members
		Councillors can describe how learning and development is evaluated and who is responsible for ensuring the evaluations take place	Councillors to be asked for examples of beneficial training.  Those who organise training receive feedback from Councillors.	On-going, during interviewing of Councillors.	Democratic Services  Elected Members
<b>2.11. Councillor Learning and Development Reference Group</b>  <i>What this means in practice</i> A cross party group of councillors works with relevant officers to direct and support all councillor learning and development activity.	• Cross party Reference Group remit. • Reference Group minutes of meetings showing active involvement of councillors in the learning and development process.	Cross party Reference Group remit.	Member Development Task and Finish Group terms of reference agreed	31 October 2010	Democratic Services Team Leader  Environmental Services Portfolio Holder
Reference Group minutes of meetings showing active involvement of councillors in the learning and development process.		Minutes and agendas available	On-going	Democratic Services  Recommendations to Environmental Services Portfolio Holder as required	

**3. Learning and development is effective in building capacity**

Elements	EXAMPLES of evidence	SPECIFIC MINIMUM REQUIREMENTS for Charter	Evidence / Action	By When	By Whom
<p><b>3.1 Councillors learn and develop effectively.</b></p> <p><i><b>What this means in practice</b></i> Councillors have improved in their confidence and performance in their varied council roles to enhance the performance of the council.</p>	<ul style="list-style-type: none"> <li>• Evaluation reports outlining results from councillor learning and development activity.</li> <li>• End of event questionnaires.</li> <li>• Extracts / quotes on corporate capacity and councillor development from external inspection reports.</li> <li>• Development Programmes showing where appropriate development activities are linked to relevant external standards.</li> <li>• Political leaders are able to describe the improvements that learning and development activity has brought to individuals, functions and the council.</li> <li>• Individual councillors can describe what they have learned and the difference that it has made to them carrying out their various roles.</li> </ul>	<p>Examples of end of event questionnaires</p>	<p>Post-training assessment forms</p> <p><i>Demonstration of analysis of results, feedback to training provider</i></p>	<p>31 March 2012</p>	<p><i>Democratic Services</i></p> <p><i>Member Development Task and Finish Group</i></p>
		<p>Top political and managerial leadership are able to describe the improvements that training and development have brought to the performance of individuals, functions and the council</p>		<p>31 March 2012</p>	<p><i>Cabinet</i></p> <p><i>Major Opposition Group Leader</i></p> <p><i>SMT / EMT</i></p>
		<p>Members can describe why they did certain activities, what they learnt and what difference it has made to them carrying out their various roles as an elected member</p>		<p>31 March 2012</p>	<p><i>Elected Members</i></p>

Elements	EXAMPLES of evidence	SPECIFIC MINIMUM REQUIREMENTS for Charter	Evidence / Action	By When	By Whom
<p><b>3.2 Learning is shared with other councillors and where appropriate, with officers and stakeholders.</b></p> <p><i>What this means in practice</i> There is a mechanism for the dissemination of learning materials; knowledge exchange; case studies; Action learning, to encourage Capacity building in the council and a Learning Organisation culture.</p>	<ul style="list-style-type: none"> <li>• Examples of reports, briefing sessions, and information exchange systems used to capture and disseminate learning from learning activities.</li> <li>• Programmes of joint learning exchanges.</li> <li>• Mentoring arrangements.</li> <li>• Hosting Case study visits.</li> <li>• Developing councillor champions for topic areas.</li> <li>• Councillors can give examples of how they have supported the development of others.</li> </ul>	<p>Elected members can describe how they have learnt from or shared their learning with their peers, officers and others</p>	<p>One-to-one interviews will hopefully prove that Elected members have been encouraged to learn.</p> <p>Member Champions described above under 2.4</p>		
<p><b>3.3 Investment in learning and development is evaluated in terms of benefits and impact</b></p> <p><i>What this means in practice.</i> The council demonstrates that it periodically evaluates the cost and benefits of councillor learning and Development and the impact that it has had on performance.</p>	<ul style="list-style-type: none"> <li>• Evaluation Strategy is in place.</li> <li>• Case studies of how learning and development has impacted on performance.</li> <li>• Minutes of meetings, focus groups, questionnaires or interviews involving councillors evaluating the impact of their development on performance.</li> <li>• Exit interviews with councillors who are not re-elected or leave.</li> <li>• Political and managerial</li> </ul>	<p>Evaluation strategy in place</p> <p>Case studies of how learning and development has impacted on performance</p>	<p>Development and adoption of evaluation strategy.</p> <p>Cllr Bard- Needed Employment training, he received it and then used it to fulfil the needs of the particular interview.</p> <p>Reduction in successful appeals against Planning Committee decisions.</p>	<p>Autumn 2011</p>	<p>Democratic Services</p> <p>Environmental Services Portfolio Holder</p> <p>Member Development Task and Finish Group</p>

Elements	EXAMPLES of evidence	SPECIFIC MINIMUM REQUIREMENTS for Charter	Evidence / Action	By When	By Whom
	<p>leadership display a good understanding of both the costs and benefits of development activities and are able to explain why their commitment to councillor development is worthwhile.</p>	<p>Political and managerial leadership display a good understanding of both the costs and benefits of development activities and are able to explain why their commitment to councillor development is worthwhile</p>			
<p><b>3.4. Improvements to learning and development activities are identified and implemented</b></p> <p><i>What this means in practice</i> Changes are made to learning and development programmes and activities to demonstrate the council's commitment to a continuously effective councillor learning and development programme</p>	<ul style="list-style-type: none"> <li>• Written reviews of learning and development activities with recommendations for change.</li> <li>• Minutes of meetings, reports, personal statements providing examples of improvements to learning activities.</li> <li>• Changes to on-going programmes.</li> <li>• Councillors can describe what has been done to improve development</li> </ul>	<p>Minutes of meetings, reports providing examples of improvements to learning</p> <p>Top political and managerial leadership can demonstrate continuous improvement in the approach to developing people</p>			

<b>Elements</b>	<b>EXAMPLES of evidence</b>	<b>SPECIFIC MINIMUM REQUIREMENTS for Charter</b>	<b>Evidence / Action</b>	<b>By When</b>	<b>By Whom</b>
	activities where improvements were needed.	Elected members and their representatives can describe what has been done to improve development activities whenever improvements were needed			



**4. Supporting Councillors**

Elements	EXAMPLES of evidence	SPECIFIC MINIMUM REQUIREMENTS for Charter	Evidence / Action	By When	By Whom
<p><b>4.1. Council provides an appropriate level and range of support as well as assisting those with caring responsibilities.</b></p> <p><i><b>What this means in practice</b></i> The council regularly assesses how it can assist councillors, particularly those with caring responsibilities in terms of suitable allowances and support</p>	<ul style="list-style-type: none"> <li>• Councillors' Handbook includes arrangements that support those with caring responsibilities.</li> <li>• Arrangements for maternity and paternity leave.</li> <li>• Arrangements for child care and other caring allowances.</li> <li>• Special leave for issues like long term sickness and bereavement.</li> <li>• Pension arrangements.</li> <li>• Minutes of meetings showing that the council regularly reviews the suitability of allowances and support to councillors to assure people who may be interested in taking up public office.</li> <li>• Crèche facilities.</li> <li>• Induction event for the families of newly elected councillors.</li> <li>• Councillors can give examples of how the council supports those with caring responsibilities</li> </ul>	<p>Councillors' Handbook includes arrangements that support those with caring responsibilities.</p>	<p>Members' Allowances Scheme: Dependants' carer's allowance</p>	<p>Annually, usually in January</p>	<p>Council</p>
		<p>Top Political and managerial leadership can give examples of how the council supports those with caring responsibilities</p>			
		<p>Members can give examples of how the council supports those with caring responsibilities</p>	<p>Members' Allowances Scheme: Dependants' carer's allowance</p>	<p>Annually, usually in January</p>	<p>Council</p>
		<p>Elected members believe that the council is committed to supporting all councillors and particularly those with family and other caring responsibilities</p>	<p>Members' Allowances Scheme: Dependants' carer's allowance</p>	<p>Annually, usually in January</p>	<p>Council</p>
		<p>All councillors have equal access to council premises, facilities and systems</p>			

<p><b>4.2. Council examines how council business is conducted to allow for equality of access to key political decision making processes.</b></p> <p><i><b>What this means in practice</b></i>                  The council regularly reviews how it conducts its business, in terms of when meetings are held and full access to meetings, so that councillors or potential councillors are able to take part in the democratic processes</p>	<ul style="list-style-type: none"> <li>• Council Diary schedules take account of cultural and faith commitments.</li> <li>• Council Diary schedules show a range of times for meetings, so that councillors can discharge their duties in such a way so as not to sacrifice caring and employment responsibilities.</li> <li>• Regular reviews of the number of meetings that are necessary to conduct council business, recognising councillors are often involved in external meetings</li> </ul>	Council diary - times of meetings include both day and evening so that members can discharge their duties in such a way so as not to sacrifice family and employment responsibilities	<i>Council Meetings Protocol will include process for annual programming of meetings</i>	31 December 2011	Democratic Services  Cabinet
		Feedback from Members supports an equality of access approach			
		Council diary - scheduling meetings takes account of cultural and faith commitments	Council Meetings Protocol will include process for annual programming of meetings  Democratic Services EQIA  Timing of Council Meetings EQIA	31 December 2011  September 2010  31 December 2010	Democratic Services  Cabinet

<p><b>4.3. Council holds events for the community to encourage people to become future community leaders.</b></p> <p><i><b>What this means in practice</b></i> The council actively encourages citizenship and publicises the role of councillors as community leaders as part of promoting local democracy and encouraging under represented groups to take up office</p>	<ul style="list-style-type: none"> <li>Local democracy week action plan, programme of activities and review</li> <li>Youth council</li> <li>Citizenship links with local schools, colleges and universities</li> <li>Presentations at community forum events, and targeting under represented groups, to promote the role of councillors</li> <li>Open days</li> <li>Prospective councillor events</li> <li>Prospective councillor materials, role descriptions – recruitment packs</li> <li>‘Day in the life of a councillor’ feature in newsletters</li> <li>Top political and managerial leadership can demonstrate that action is taken to encourage people to become councillors, particularly from under-represented groups</li> </ul>	Local democracy week action plan, programme of activities and review	Working in A Political Environment Open Day- Monday 10 October 11	11-15 October 2011	Claire Dillon- Democratic Services
		Youth council			Democratic Services  Development Officer (Youth Participation)  Member Champion for Children & Young People
		Citizenship links with local schools, colleges and universities			
		Prospective councillor events	Be a Councillor Day- 13 February 2012  Feature to promote ‘Be a Councillor Day’ in Winter edition of South Cambs Magazine	September 2011	Electoral Services  Philly Sewell- Democratic Services
		Open days	Open Day to be held on Friday 7 October	3-9 October 2011	Claire Dillon- Democratic Services

<p><b>4.4 Councillors are provided with development and briefings to enable them to understand and fulfil their role in relation to community involvement and its impact on their wider role as councillors</b></p> <p><i>What this means in practice</i> Council provides development and briefings on changing role of councillor in relation to the local community and provides councillors with the skills and understanding they need to meet this challenge</p>	<ul style="list-style-type: none"> <li>• Briefings on topical issues around central government policy affecting community empowerment and involvement</li> <li>• Councillors understand their roles in promoting social enterprise</li> <li>• Councillors are updated on developments in a range of ways</li> <li>• Councillors understand the impact on their role as community leaders.</li> <li>• Training / development in facilitation, brokering, decision-making and influencing skills.</li> <li>• Personal Development Plans [PDPs] identify what development individual councillors need to enable them to meet the challenge.</li> </ul>	<p>Briefing / training sessions and materials are provided on topical issues</p>	<p>Member Briefing programme launched June 2011</p>		<p>Democratic Services (co-ordination, intranet updates and delivery), other service areas (delivery)</p>
		<p>Councillors are actively engaged in community leadership activities</p>	<p>Decision Making training held on 12 September</p>		

<p><b>4.5 Councillors are provided with the skills to enable them to fulfil their role as leaders of an organisation</b></p> <p><i><b>What this means in practice</b></i> Councillors are developed so that they can play a full part the debate /decision making process around increasing organisational effectiveness, productivity and efficiency, including providing challenge</p>	<ul style="list-style-type: none"> <li>• Councillors understand what is meant by “Productivity” and “Efficiency”</li> <li>• Councillors understand the financial management reports / information they are provided.</li> <li>• Councillors understand the importance of effective procurement</li> <li>• Councillors are aware of the opportunities from trading and charging</li> </ul>	<p>Councillors can provide examples of learning and development activities to support effective procurement decision-making</p> <p>Planning Building Control Land Charges Pest control Village Hall bins Licensing Trade waste DLO Tendering for land drainage Customer Contact Centre</p>	<p>Briefing by Sean Missin on Procurement scheduled for 14 December 2011</p>		<p>Sean Missin</p>
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**SOUTH CAMBRIDGESHIRE DISTRICT COUNCIL**

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**REPORT TO:** Scrutiny and Overview Committee 3 November 2011

**AUTHOR:** Cllr Lynda Harford, Chairman of the Task & Finish Group

**Portfolio Holder:** Cllr Tom Bygott, Policy and Performance

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**SCRUTINY REVIEW - LEARNING FROM CUSTOMER FEEDBACK****Purpose**

1. To report on the work of the task & finish group looking at how well the Council learns from the information gained via customer feedback and uses it to inform service planning.

**Options**

2. The Committee could endorse, amend or reject each of the recommendations in this report before agreeing to forward it to the Policy and Performance Portfolio Holder.

**Background**

3. The Scrutiny and Overview Committee has provided regular input regarding the Council's policy and processes for dealing with customers' comments, compliments and complaints (CCC). This has helped to raise awareness of the need for an efficient process that provides timely responses to customers and helps the council to learn from feedback.
4. The Committee was pleased to note that officers were now completing a Learning from Complaints form for each complaint, although it was unclear whether learning was in fact taking place in every case or whether the learning was being shared across the Council.
5. Another question was whether learning was being captured from other, non-complaint, feedback. Lastly, the Committee wanted to explore the extent to which customer feedback was being used to inform service planning and improvement.
6. The Committee therefore agreed to hold a one-day event run by a small cross-party task and finish group in October 2011 to look at these issues.
7. A scoping document was agreed as at Appendix A, with the following terms of reference: *To examine and recommend improvements regarding the way that the Council learns from information gained via customer feedback and uses it to inform strategic service planning.*
8. The following Members made up the task and finish group: Cllrs Val Barrett, Lynda Harford, Tumi Hawkins, Bridget Smith, Ted Ridgeway Watt and Bunty Waters. The Portfolio Holder, Cllr Tom Bygott was also involved at all stages.

## Report of the task and finish group

9. In preparation for this review, the task and finish group read a publication by the Centre for Public Scrutiny and Local Government Ombudsman, [Aiming for the Best](#). This identified some common enablers and barriers to using the insight from complaints effectively:

### Enablers

- providing people with lots of ways to give feedback
- creating a culture of learning and improvement
- leadership in sharing lessons across the organisation
- a co-ordinated resource that maximises the impact of learning

### Barriers

- treating complaints as an opportunity to simply defend practice
- poor communication with citizens and complainants
- silo approach to complaints, no sharing of lessons across the organisation
- little connection between feedback and strategic planning

10. The task and finish group decided to explore these ideas in a workshop with senior managers and portfolio holders. On the advice of the Scrutiny and Overview Committee the scope was widened to look at the use being made of all types of customer feedback, not just complaints. They felt it was important to capture all potential learning, no matter how customers chose to express their views.
11. A week before the one-day event, the task and finish group held a preparation session with the Customer Experience Coordinator and Customer and Business Services Manager. A sample of the forms introduced for promoting learning from complaints, revealed that some were being completed to a rather perfunctory standard. This raised questions about whether some service areas were just going through the motions; and whether there was over-reliance on the corporate team to police the process and monitor the information.
12. The task and finish group wanted to explore whether there was ownership of the process amongst managers and the extent to which the feedback was informing learning and service improvement.

## Getting the language right

13. From the outset the group decided that the expression 'customer feedback' was more neutral and constructive than compliments, comments and complaints - and that customers might find this more comfortable. The Council's website had a front-page link to "Making a Complaint" which conveyed a pessimistic expectation; the label might deter some customers from speaking up, and it did not allow for other types of feedback.
14. However, it was agreed that there will always be complaints and the word did need to be used when appropriate.

**Recommendation 1: Wherever possible the Council should invite, address and learn from "customer feedback", rather than "compliments, comments and complaints".**



### **Creating a culture of learning and improvement**

15. The task and finish group agreed that what they needed to look at was not processes and procedures but the council's culture. Was feedback being encouraged and sought out. Was it seen as an opportunity to learn and improve services. Were staff supported if they tried to find an imaginative solution, even if it did not turn out as intended. Did staff feel able to bend the rules to achieve a better, speedier or more cost effective outcome.
16. To set the scene, the chief executive was asked about the culture that she would like to promote at SCDC. She described the need to actively seek out feedback, to make it easy for customers to give feedback in whatever way they chose, and to deal with that feedback promptly and positively. She cited major retail chains who had actively developed a reputation for dealing positively with feedback. Customers were not sent to the 'right department' to give their feedback. Simple methods were used for communicating "you said, we did" messages. And staff did not simply resolve a problem, they took a more holistic view of the customer, anticipating other likely needs beyond the one presented.
17. The chief executive had introduced a leadership programme for managers which would equip them to develop a no-blame culture where staff would feel empowered, trusted and supported – and where feedback was seen as an opportunity to learn and improve services.
18. The task and finish group found that managers shared her vision and to varying degrees they were beginning to succeed. However this did represent a cultural shift and would take time to embed. The chief executive was using every opportunity to communicate to staff, members and partners the value placed on learning and improving; and managers were reinforcing the message through team meetings, appraisals and less formal mechanisms.
19. There was an example of teams being reorganised so that staff could learn from each other about the need to respond positively to feedback and learn from it.
20. Another manager spoke of the importance of involving relevant front line staff in responding to feedback, giving them an opportunity to learn directly. He and other managers encouraged the "early surfacing" of potential complaints, which fostered a culture of openness and willingness to learn.
21. There was also an example of working around the rules to achieve a speedier and more cost effective solution. Instead of a protracted approach via insurers and lawyers, a resident had been swiftly compensated for damage to his car where both he and the council had contributed to a minor collision.
22. The task and finish group was also keen to understand the role for elected members in supporting a culture of learning and improvement. It was felt that the scrutiny committee provided a forum for constructively using customers' experiences to inform service design and improvement. Portfolio holders received quarterly reports which enabled them to spot themes or trends and gauge the success of service changes for example.
23. It was perhaps at an individual level that members did not always realise the importance of passing on positive feedback and the effect it could have on morale and performance. Similarly some were unsure how to pass on negative feedback,

especially to hard working teams. It was agreed that this could be addressed through induction and ongoing training.

**Recommendation 2: Member training and induction should include guidance about the timely sharing of customer feedback with the relevant corporate manager or customer service coordinator.**

24. Similarly, there was a need to remind staff about members' role in supporting a learning culture; they needed to make use of the local customer insight held by members. For example if a customer provided feedback regarding a particular issue or service, the ward member may be aware of a wider range of local views or experiences which they could use.

**Recommendation 3: Officers should be made aware of the value of asking members about customers' views and experiences regarding the services they provide.**

#### **Providing lots of ways to give feedback**

25. The task and finish group agreed that it was important to provide a variety of ways for customers, partners and staff to give feedback easily and managers described some excellent practice. There were satisfaction questionnaires and user groups in most service areas and a new online forum for housing tenants. The website for choice based lettings had a "thanks and rants" button. Officers attended parish council meetings, community coffee mornings and neighbourhood panels.
26. The council had commissioned an audit of local social media in order to tap into local discussions about the area in general, and the council in particular.
27. There were also several ideas for becoming more proactive in future. For example the contact centre could ask callers if they would like to give any (other) feedback; reception staff and outreach officers could do the same. Internal customers and staff could be asked for feedback in a variety of ways beyond the existing form filling; and there was still a need in some service areas to recognise internal customers as customers. It was felt that the Executive Management Team (EMT) would be the right vehicle for progressing these ideas.

**Recommendation 4: EMT should build on current good practice to develop a range of new methods across the council for collecting feedback from internal and external customers and partners using a 'whole customer' approach.**

28. Just as important was the need to build a reputation for acting on feedback so that people felt that speaking up would be worthwhile. The group found some good practice. For example the second annual report to housing tenants was redesigned in direct response to tenants' feedback about the first annual report. In another service area, an officer had questioned part of an admin process which had led to an immediate change.
29. However, even in service areas where feedback was gathered in excellent and imaginative ways, communication about the results did not appear to happen systematically. For example, satisfaction surveys could routinely ask for "contact details if you would like a reply". A poster in reception could list the current top ten items of what "you said, and we did".

**Recommendation 5: EMT should develop a range of ways to systematically communicate the outcomes resulting from feedback - “you said, we did” – to customers, staff and partners individually and collectively. This should include a role for Members.**

#### **Sharing and maximising the learning**

30. The task and finish group wanted to know what mechanisms were in place for sharing the learning from feedback. Was it openly and constructively shared within teams and across the council.
31. They heard of ad hoc examples such as a presentation at a corporate brief meeting regarding a tendering exercise. One corporate manager had visited his colleagues' management team meetings. Stories were entering the council's folklore, for example regarding a brave and imaginative way of resolving a potential insurance claim; or a policy change resulting from the experience of prospective adoptive parents.
32. However there did not seem to be a systematic way of sharing learning, especially since the disbanding of the Performance Improvement Group. Many of the functions of that Group had been transferred to EMT, and the task and finish group felt that EMT provided a ready-made forum for sharing learning across service areas. This did happen to some extent but the role of EMT was still evolving.
33. There also needed to be a smooth cascade of information and learning from EMT out to other managers and staff.

**Recommendation 6: EMT should ensure that their meeting agendas regularly include “Learning from Feedback” and that the lessons are cascaded back to service teams.**

34. Managers would then need to improve the ways in which feedback and learning is used by their teams. There was also scope for sharing amongst teams. For example the benefits team had learned how to deal with upset or disadvantaged people; these skills could be shared with other customer-facing colleagues.

**Recommendation 7: Managers need to build on current good practice to ensure a regular team-based approach across the council to learning from customer feedback and using it to design and improve services.**

#### **Learning, learning, learning**

35. This short review necessarily focussed on one source of learning, the learning available from customer feedback. However, the mechanisms recommended for harnessing that learning could also be used for learning from experience, learning from surveys, peer reviews, formal training, best practice and other sources.
36. The scrutiny committee may wish to return to this issue at a later stage, to monitor the council's progress in establishing a learning culture.

**Implications**

37. Financial	Actions recommended in this report are expected to be achieved within existing resources. They may lead to savings as yet unquantified.
Legal	None
Staffing/capacity	Recommendations in this report are expected to be achieved within existing resources.
Risk Management	If recommendations in this report are not implemented, there is a risk that opportunities for service improvements may be missed.
Equality Impact Assessment completed	A partial EqIA was completed in 2009 and it found that all impacts were identified as neutral. This review addressed additional aspects of equalities such as how to encourage feedback from customers who do not write but a new EqIA will be needed when the overarching customer service strategy is completed in 2012.
Involving young people	The task and finish group would recommend that EMT consults young people when progressing Recommendations 4 and 5.
Climate Change	None

**Consultation**

38. The portfolio holder for policy and performance was involved at all stages of this review.

**Effect on Annual Priorities and Corporate Objectives**

39. Improvements to the Council's efficient use of information gained via customer feedback will help to meet the Council's commitment to being a listening council, providing first class services accessible to all.

**Options**

40. The Committee has the options to endorse, amend or reject each of the recommendations before agreeing to forward them to the Portfolio Holder.

**Contact Officer:** Jackie Sayers, Scrutiny Development Officer Tel: (01954) 713451

**Contact Member:** Cllr Lynda Harford, Chairman of the task and finish group

## SCRUTINY REVIEW - SCOPING DOCUMENT

Review name	<b>Learning from customer feedback</b>
Terms of reference	To examine and recommend improvements regarding the way that the Council learns from information gained via customer feedback and uses it to inform strategic service planning
Summary of review	<p>A one-day review</p> <ul style="list-style-type: none"> <li>• Morning interviewing individual PFHs and managers</li> <li>• Afternoon solutions workshop</li> </ul> <p>Possible areas of enquiry:</p> <ul style="list-style-type: none"> <li>• how well do managers and PFHs monitor feedback?</li> <li>• how is the information used to drive improvement?</li> <li>• what is the culture; is feedback actively encouraged and seen as a positive opportunity?</li> <li>• how is learning captured? and shared?</li> <li>• what are the opportunities for improvement?</li> <li>• what are the barriers to improvement? how can they be overcome?</li> <li>• recommendations</li> </ul>
Reason for review	<ul style="list-style-type: none"> <li>• Concerns identified at scrutiny meeting of 6 September 2011</li> <li>• Learning from CfPS booklet: <a href="#">Aiming for the Best</a></li> </ul>
Potential outcome/s	<ul style="list-style-type: none"> <li>• Improved awareness of the value of customer feedback</li> <li>• Greater proactivity in seeking customer feedback</li> <li>• Improved systems for capturing learning</li> <li>• Greater sharing of learning across the Council</li> <li>• Increased evidence that feedback and learning are driving service improvement across the Council</li> </ul>
Out of scope	Resolution of any complaints cited as examples Compliments, comments and complaints policy
Relevant corporate and/or community strategy/ies	Being a listening council, providing first class services accessible to all
Portfolio holders	Cllr Bygott
Members of the t&f group	Cllrs Val Barrett, Lynda Harford, Tumi Hawkins, Bridget Smith, Ted Ridgeway Watt, Bunty Waters
Key stakeholders	Residents
Officer involvement	Lead officer: Rachael Fox
Timing	October
Report dates	Scrutiny 3 November; Cabinet 10 Nov

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**SOUTH CAMBRIDGESHIRE DISTRICT COUNCIL**

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**REPORT TO:** Scrutiny and Overview Committee

3 November 2011

**AUTHOR:** Scrutiny Development Officer

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**WORK PROGRAMME 2011/12****Purpose**

1. To update the committee on progress and outcomes of work to date, and to enable the committee to plan its work programme for the remainder of 2011/12.

**Options**

2. The Committee may wish to agree the draft programme at Appendix A subject to amendments made at this meeting.

**Considerations**

3. At the meeting of 6 September the committee agreed to the draft work programme as presented, subject to the addition of two items: a presentation by Mears in December or February regarding the April 2012 housing repairs contract; and an update in March on the Crime and Disorder Reduction Partnership's restructure. The Corporate Manager Affordable Housing has now arranged for Mears to be represented at the February meeting.
4. Scrutiny of the Medium Term Financial Strategy (MTFS) was scheduled for this meeting but has been postponed to December with the Chairman's agreement. This will allow time for the all-member workshop of 17 November to scrutinise the MTFS in the context of the Council's 2012/13 draft Aims, Approaches and Actions which will be available by then.
5. The Leader has suggested that the committee might like to look at the Council's grants policy. At his portfolio meeting in September, a new process was approved in principle for consultation. The committee could usefully comment on the proposed process, as well as on any overarching policy and criteria to be applied to applications. The chairman has agreed to schedule this for the December meeting.
6. Further topics may be chosen from suggestions from residents, members, officers and partners, and the Council's Forward Plan as at <http://scambs.moderngov.co.uk/mgListPlans.aspx?RPId=293&bcr=1>.
7. A revised draft work programme is at Appendix A and the Committee is invited to discuss, amend and agree this.

**Selecting topics for scrutiny in 2011/12**

8. In choosing topics for the work programme, Members are reminded of their agreed selection criteria as at Appendix B.
9. All activities need to add value to the work of the Council and contribute to the achievement of its corporate objectives.

10. The committee may also perceive that it now has a greater responsibility for helping the Council to demonstrate openness and accountability, given the reduction in external audit and inspection and the growing emphasis on self-regulation in public services.

### **Task and Finish Groups**

11. The Sheltered Housing task and finish group has held six meetings to date. They have developed some core values for the service and looked at a variety of delivery models which will form the basis for consultation sessions with service users during November.
12. A meeting with the County Council's new portfolio holder for Adult Services provided an opportunity to discuss the financial context for future service design and the 'preventative value' of sheltered housing support. He agreed that it made financial sense to invest in services which helped older residents to maintain their health and independence and prevented or reduced their need for more expensive forms of support. The task and finish group will meet later this month to examine the outcomes of consultation with residents; the intention is to report to this committee on 6 February 2012.
13. A second task and finish group was agreed at the last meeting, to take a closer look how well the Council learns from customer feedback. The review was completed in a one-day workshop which is reported at this meeting. The committee may like to reflect on this approach to task and finish work. Completing a topic in one day can be a highly effective use of time, and allows a concentrated focus. However it may not suit a topic where the list of witnesses or research requirements might evolve as the facts emerge.
14. The committee may now wish to plan for another task and finish group and a number of possible topics have been carried forward as follows:
15. Reviewing the Council's progress on its sustainability aims, focussing specifically on the 'greenness' of South Cambridgeshire Hall. The Climate Change Working Party is currently working on an action plan; the vice-chairman of this committee sits on the Working Party and may therefore be invited to provide an update on progress.
16. A review of communication and community engagement has been on hold pending the appointment of a communications manager. The new appointee arrived only four weeks ago and so managers have requested that a task and finish group be delayed until the New Year.
17. A decision on whether to review absence management has been deferred since June, awaiting the outcome of the work being undertaken by senior officers and the Portfolio Holder for Finance and Staffing. Data for the six months to 30 September is due to be published before the portfolio holder's meeting on 15 November 2011. The scrutiny monitors will update this committee in December.

### **Progress on past recommendations**

18. An update regarding the Planning Services task and finish group was given at the Portfolio Holder's meeting of 9 September and can be viewed at <http://moderngov.ie/ListDocuments.aspx?CId=973&MIId=5683&Ver=4>. A full update is scheduled for this committee on 15 December. Meanwhile, Cllr Mason, who chaired



the task and finish group is maintaining a watching brief and will update the committee on progress as necessary.

19. Progress reports on other previous task and finish groups have been scheduled for monitoring during 2011/12.

20. **Implications**

Financial	The Committee has a discretionary budget of £5,000. Up to £3,000 may be needed for Member training. Some external venues carry a small hire charge. External witnesses and co-optees may claim expenses.
Legal	The Local Government Act 2000 requires the Council to have at least one scrutiny committee. The Police and Justice Act 2006 requires that crime and disorder appears on at least one agenda each year. The Constitution states that the Committee will set its own work programme. The Localism and Decentralisation Bill seeks to expand the role of scrutiny.
Staffing/ capacity	The committee is supported by one scrutiny officer. Each item selected for scrutiny will require support by at least one lead officer. Capacity for sub committee work is also dependent on the number of elected members available and willing to participate
Risk Management	The potential burden on the organisation of supporting scrutiny work must be balanced against the potential value it can add. External scrutiny carries the risk of affecting the Council's relationship or credibility with partners.
Equal Opportunities	All proposed changes to policy or services require an Equality Impact Assessment
Involvement of Children and Young People	Children and Young People (CYP) have been actively invited to suggest topics and this will continue. The Committee has also agreed to involve CYP in reviews and to ensure that all reports to the committee demonstrate CYP involvement

**Consultation**

21. Cabinet, elected members, senior officers and residents have been invited to suggest potential topics. Parish councils continue to be consulted during the year.
22. Ongoing consultation with nearby councils, including the county council, explores the potential for joint scrutiny activities.

**Effect on Corporate Objectives**

23. The Committee's selection criteria ensure that any topic selected for scrutiny will contribute to at least one of the Council's priorities. Scrutiny itself helps to demonstrate that this is a listening Council, providing first class services accessible to all.

**Contact Officer:** Jackie Sayers, Scrutiny Development Officer Tel: (01954) 713451

**Draft Work Programme 2011/12**

17 November	All-members workshop on budget and service planning: MTFs; growth bids; potential savings; HRA self-financing arrangements; corporate objectives (3As)
15 December	<ol style="list-style-type: none"> <li>1 Corporate Objectives and Council Budget - including issues identified at the workshop of 17 Nov</li> <li>2 Grants process and policy</li> <li>3 Planning Services task and finish group update</li> <li>4 Performance Management task and finish group update – to include an update on Performance Improvement Action Plan</li> </ol>
2 February 2012	All-members Budget scrutiny workshop – based on draft 2012/13 budget
<del>2 February</del> 6 February	<ol style="list-style-type: none"> <li>1. Presentation by Mears: Housing Repairs contract</li> <li>2. 2012/13 Budget - including issues identified at the workshop of 2 Feb</li> <li>3. Waste and recycling service action plan - monitor progress on the target of 65% recycling and composting by 2012</li> <li>4. Report of the Sheltered Housing task and finish group</li> </ol>
29 March 2012	<ol style="list-style-type: none"> <li>1 Local Strategic Partnership</li> <li>2 CDRP restructure - progress report after six months</li> <li>3 Progress at Northstowe and Cambridge fringes</li> </ol>
3 May 2012 7pm	Cancelled

**Potential task and finish group topics:**

Communication and community engagement (current strategy is out of date)

Localism and Decentralisation Bill/ Act - impact on council, partners and residents (Royal Assent due November/December)

Absence management/ sickness performance – awaiting Sept 2011 data

**Other topics suggested:**

Job evaluation/ HR service – February?

SCDC achievement of sustainability aims – potential collaboration with Climate Change working group

Planning enforcement/ S106 compliance (consider in December with Planning t&f update?)



## PAPER Analysis



When considering whether to adopt an item onto its agenda programme, the Committee will score the item using the following criteria:

1. **Public Interest:** the concerns of local people should influence the issues chosen for scrutiny  
(1= low public interest, 2=medium public interest, 3=high public interest)
2. **Ability to change:** priority should be given to issues that the Committee can realistically influence  
(1= little chance of changing, 2=reasonable chance, 3=good chance)
3. **Performance:** priority should be given to the areas in which the Council, and other agencies, are not performing well.  
(1= good performance, 2=moderate performance, 3=low performance)
4. **Extent:** priority should be given to issues that are relevant to all or large parts of the District.  
(1= only one ward, 2= multi-ward issue, 3=the entire District)
5. **Replication:** work programmes must take account of what else is happening in the areas being considered to avoid duplication or wasted effort.  
(1= already well covered, 2=already partly covered, 3=not already covered)

Also of major importance is the extent to which any potential scrutiny issue has implications for the Council's priorities, as well as the overall 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.”

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