

South Cambridgeshire Hall
Cambourne Business Park
Cambourne
Cambridge
CB23 6EA

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

4 March 2009



To: Councillor TJ Wotherspoon, Portfolio Holder

JA Hockney
SGM Kindersley

Scrutiny Monitor
Opposition Spokesman

Dear Councillor

You are invited to attend the next meeting of **POLICY, IMPROVEMENT AND COMMUNICATIONS PORTFOLIO HOLDER'S MEETING**, which will be held in **SWANSLEY ROOM, GROUND FLOOR** at South Cambridgeshire Hall on **THURSDAY, 12 MARCH 2009** at **11.00 a.m.**

Yours faithfully
GJ HARLOCK
Chief Executive

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

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PROCEDURAL ITEMS		
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2.	Minutes of Previous Meeting and Matters Arising To confirm the minutes of the meeting held on 26 January 2009 as a correct record.	1 - 2
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STANDING ITEMS		
6.	Forward Plan The Portfolio Holder will maintain, for agreement at each meeting, a Forward Plan identifying all matters relevant to the Portfolio which it is believed are likely to be the subject of consideration and / or decision by	65 - 66

the Portfolio Holder, Cabinet, Council, or any other constituent part of the Council. The plan will be updated as necessary and published on the Council's website following each meeting. The Portfolio Holder will be responsible for the content and accuracy of the forward plan.

7. Date of Next Meeting

The next meeting will be held on Thursday 14 May at 11am in the Jeavons Room.

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SOUTH CAMBRIDGESHIRE DISTRICT COUNCIL

Minutes of a meeting of the Policy, Improvement and Communications Portfolio Holder's meeting
held on
Monday, 26 January 2009 at 2.00 p.m.

Portfolio Holder: TJ Wotherspoon

Officers:

Denise Lewis	Interim Corporate Manager - Community and Customer Services
Richard May	Democratic Services Manager
Sally Smart	Principal Accountant Financial & Systems

5. DECLARATIONS OF INTEREST

There were no declarations of interest.

6. NOTES OF LAST MEETING

The Portfolio Holder confirmed the Minutes of the meeting held on 13 November 2008 as a correct record.

7. COUNCILLORS SURVEY

The Portfolio Holder considered a report setting out the results of the recent survey of Members' communication needs and seeking agreement of a programme of actions to be taken in response to the survey.

The Portfolio Holder made specific comments relating to the following matters:

- Concern relating to the high number of Member meetings held at the Council Offices;
- Proposed actions to address Members' concerns with the website and Intranet, as part of which the primary requirement was to ensure accurate and up-to-date information.
- Ensuring effective communication of the new number for the Contact Centre.

The Portfolio Holder commended a thorough report and action plan and requested an update on progress against actions to be submitted in May 2009.

Councillor Wotherspoon advised that he welcomed the recent agenda alerts in which items of business were set out by bullet points in the covering e-mail; this was a simple and convenient way of alerting Members to items coming forward for consideration which should prevent subsequent claims of lack of notification.

The Democratic Services Manager drew Councillor Wotherspoon's attention to minor changes to the report and action plan required for consistency and to reflect feedback from officers, received since the publication of the report.

The Portfolio Holder:

- (a) **NOTED** the responses to the 'Communicating Excellence' Councillor survey, set out in Appendix A and in the commentary in the report;

- (b) **APPROVED** the action plan in response to the survey set out at Appendix B to the report, subject to:
- (i) Clarification of the lead officer in respect of action (8) (Members' Lounge);
 - (ii) Clarification of actions (12) and (13) in respect of the Contact Centre, following feedback from the Head of Revenues;
 - (iii) The inclusion of an additional action requiring the collation of demographic information regarding Members' employment, to inform future survey planning.
- (c) **REQUESTED** the submission of a report setting out progress with the action plan in May 2009.

8. REVENUE ESTIMATES FOR POLICY, IMPROVEMENT AND COMMUNICATIONS PORTFOLIO

The Portfolio Holder considered draft 2009-2010 revenue estimates for the portfolio in respect of the communications, policy and performance services. The Principal Accountant advised that the revised figures set out in the report were in the most part due to changes in organisation structure and hence time allocation between services.

The Portfolio Holder **ENDORSED** the Revenue Estimates shown at Appendix A to the report, recommending them for consideration by the Cabinet.

9. FORWARD PLAN

The Portfolio Holder requested the inclusion of the following items on the Forward Plan for his future consideration, subject to indicative timescales being agreed in consultation with the Interim Corporate Manager for Community and Customer Services for inclusion on the Agenda for the next meeting:

Policy

- Corporate Plan 2009-2010 (subsequently to Cabinet and Council for approval).
- Scoping of review of Council policies and procedures.
- Investigation of available enabling powers not currently being exercised by the Council.

Improvement

- Portfolio Holder job descriptions, to support and inform the generic role responsibility set out in the Constitution.
- Comprehensive Area Assessment locality self-evaluation, setting out against which achievements the Council would wish to be judged.
- Revised ICT Strategy.

Communications

- Updated Communications Strategy.
- Progress on action plan approved at the meeting.

The Meeting ended at 2.30 p.m.

SOUTH CAMBRIDGESHIRE DISTRICT COUNCIL

REPORT TO:	Policy, Improvement and Communications Portfolio Holder	12 th March 2009
AUTHOR/S:	Policy and Performance Manager	

CORPORATE PLAN 2009/10 – 2011/12 - OUTLINE**Purpose**

1. To agree the outline and programme for the preparation and approval of the Corporate Plan for 2009/10 to 2011/12

Background

2. The Corporate Plan is the culmination of the Council's annual policy and financial planning process. The earlier stages are:-
 - Setting the overall Council service delivery objectives (3As) – June/July
 - Preparing draft service plans to deliver those objectives (September to November)
 - Assessing the resource implications of service plans through the revision of the Medium Term Financial Strategy (October/November)
 - Approval of the budget, Council Tax and rents (February)
 - Finalisation of service plans (March)
3. The purpose of the Corporate Plan is to provide a narrative on the issues facing the Council, its objectives and the main plans and targets for the year ahead and subsequent years.

Draft Plan for 2009/10

4. An outline of the Corporate Plan is attached. As can be seen, this is a skeleton at this stage. Further work will be required to -
 - Provide narrative for the Forward and sections on the Context and Performance in the last year.
 - Provide a summary of plans to deliver the Aims, Approaches and Actions
 - Provide a summary of the plans of the Council in 2009/10 to improve capacity to deliver its objectives and respond to Improvement
 - Complete Appendix 1 by adding in key LAA targets, other performance indicator targets and service improvements from service plans, as they are completed.
5. This work will continue over the next month with a view to final versions of the Corporate Plan going for approval to Cabinet and Council in April. At that stage it will be necessary to delegate the approval of the final version when end of year performance indicator information is available.
6. Appendix 2 is based on the draft Improvement Plan approved by the Improvement Board on 28th January 2009.

Implications

7. The Corporate Plan is based on the financial and staffing implications in the Medium Term Plan and Workforce Plan. There are no other new implications as the Corporate Plan draws together plans already approved.

Consultations

8. The portfolio holder and SMT/EMT will be requested to comment on the draft Corporate Plan at key stages as it is developed.

Effect on Aims, Approaches and Actions

9. As can be seen from the outline the principal purpose of the Corporate Plan is to deliver the Council's 3As.

Recommendations

10. The Policy, Improvement and Communications Portfolio Holder is recommended to –
 - (a) consider and comment upon the outline Corporate Plan
 - (b) approve the further work envisaged for the preparation of final plan for presentation to Cabinet and Council

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

Draft service plans

Contact Officer: Paul Swift – Policy and Performance Manager
Telephone: (01954) 713017

CORPORATE PLAN 2009/10 – 2011/12 - OUTLINE

1. Forward

To be added – from Leader and Chief Executive

2. Our Corporate Plan

The Corporate Plan is a high level plan setting out our Council priorities and demonstrating our commitment to achieve them in 2009/10 and beyond. The plan brings together proposals in various plans – including the Improvement Plan, Service Plans, the Sustainable Community Strategy, Medium Term Financial Strategy and other strategies and policies.

Each year the Council carries out an annual business planning cycle, starting with setting high level objectives in June/July; then continuing with service planning and budget planning in the Autumn; and ending with the final approval of budgets and service plans in February/March. The Corporate Plan is revised and rolled forward at the end of that process and reflects all the planning that has taken place before.

3. Our Aims, Approaches and Actions

Summary of Council Vision and 3As – to be added

4. Context of the Corporate Plan

Add sections on –

- LSP and Sustainable Community Strategy
- LAA
- CAA
- Growth
- Housing Options
- Economic Downturn and Financial Position
- Place Survey results and any other customer satisfaction results
- Community Engagement Strategy
- Equalities
- Service First

5. How have we performed?

Add sections on -

- PI summary
- Direction of Travel summary
- Key achievements in the last year
- Use of Resources
- Change in national indicator set
- Progress since CGI re-inspection
- Improvement Board

6. Delivering our Council Aims

Appendix 1 sets out in detail our plans for delivering each of our Council Aims in 2009/10 and a summary is given below.

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

Summary of plans for this aim

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

Summary of plans for this aim

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

Summary of plans for this aim

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

Summary of plans for this aim

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

Summary of plans for this aim

7. Enhancing our Capacity to deliver our Council Aims

Improvement Plan

Appendix 2 sets out our improvement plan to respond to the CGI re inspection in 2008 and enhance our capacity to deliver the aims of the Council

Summary of actions

Workforce Plan

Summary of Workforce Plan actions – to be added

Use of Resources

Summary of new requirements and plans

Add other relevant plans and strategies – eg ICT, Comprehensive Equalities Policy, approach to risk etc

ACHIEVING OUR COUNCIL AIMS

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

We will achieve this Aim in 2009/10 by –

Approach 1: listening to and engaging with our local community

- **Setting up user groups of residents that will look at three areas of service delivery by 2010 to help guide service delivery in the future (Council Action)**
- **Preparing and consulting on a Statement of Community Involvement on planning issues (Council Action)**
- Achieving the following LAA targets – *to be added*
- Achieving the following performance indicator targets - *to be added*
- Introducing the following service improvements - *to be added*

Approach 2: working with voluntary organisations, Parish Councils and Cambridgeshire County Council to improve services through partnership

- **Working with voluntary organisations to establish a relationship with hard-to-reach and vulnerable residents (Council Action)**
- Achieving the following LAA targets – *to be added*
- Achieving the following performance indicator targets - *to be added*
- Introducing the following service improvements - *to be added*

Approach 3: making South Cambridgeshire District Council more open and accessible

- **Working with voluntary groups to provide information and advice at events in 20 villages a year by 2010 (Council Action)**
- Achieving the following LAA targets – *to be added*
- Achieving the following performance indicator targets - *to be added*
- Introducing the following service improvements - *to be added*

Approach 4: achieving improved customer satisfaction with our services

- **Establishing a system of satisfaction surveys by May 2010, that will be used to improve all the services that we provide (Council Action)**
- Achieving the following LAA targets – *to be added*
- Achieving the following performance indicator targets - *to be added*
- Introducing the following service improvements – *to be added*

Approach 5: ensuring that the Council demonstrates value for money in the way it works

- **Reviewing the current grant scheme by May 2009 with a view to reintroducing grants to talented performers, and promising competitors with an eye on London 2012 (Council Action)**
- Achieving the following LAA targets – *to be added*
- Achieving the following performance indicator targets - *to be added*
- Introducing the following service improvements – *to be added*

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

We will achieve this Aim in 2009/10 by –

Approach 1: working closely through our Crime and Disorder Reduction Partnership to reduce crime and the fear of crime

- **Setting up an Anti Social Behaviour Working Group by May 2009 to report on key areas of concern and identify areas for resources to be targeted accordingly (Council Action)**
- Achieving the following LAA targets – *to be added*
- Achieving the following performance indicator targets - *to be added*
- Introducing the following service improvements – *to be added*

Approach 2: working with partners to combat Anti Social Behaviour

- **Carrying out a review by 2010 of the provision and effectiveness of existing CCTV in the District (Council Action)**
- **Carrying out a Fear of Crime and Public Reassurance Survey in 2009 (Council Action)**
- **Introducing a Member Champion for each Neighbourhood Panel by May 2009 (Council Action)**
- Achieving the following LAA targets – *to be added*
- Achieving the following performance indicator targets - *to be added*
- Introducing the following service improvements – *to be added*

Approach 3: promoting active lifestyles and increasing opportunities for sport and recreation to improve the health of all age groups

- **Increasing the number of residents taking up sport or formal exercise by 1% in 2009 (Council Action)**
- Achieving the following LAA targets – *to be added*
- Achieving the following performance indicator targets - *to be added*
- Introducing the following service improvements – *to be added*

Approach 4: understanding where health inequalities exist and focussing on areas of need

- **Working closely with partners including NHS Cambridgeshire to identify and target key groups and provide increased opportunities for sport and recreation for the most vulnerable groups (Council Action)**
- Achieving the following LAA targets – *to be added*
- Achieving the following performance indicator targets - *to be added*
- Introducing the following service improvements – *to be added*

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

We will achieve this Aim in 2009/10 by –

Approach 1: making affordable housing more available to local people

Approach 2: ensuring that affordable housing is in balance with the community

- **Setting up a forum of Parish Councils, housing associations and others to examine the workings of our exception sites policy in light of recent experience and current market conditions (Council Action)**
- **Including an appropriate proportion of retirement homes and accommodation designed for the elderly in the affordable housing allocation of each new major development (Council Action)**
- Achieving the following LAA targets – *to be added*
- Achieving the following performance indicator targets - *to be added*
- Introducing the following service improvements – *to be added*

Approach 3: achieving a sustainable future for the Council's housing stock

- Action in relation to Housing Futures
- Achieving the following LAA targets – *to be added*
- Achieving the following performance indicator targets - *to be added*
- Introducing the following service improvements – *to be added*

Approach 4: working with local residents to promote community cohesion and addressing the needs of the most vulnerable in the community

- **Working with other agencies, adopt a revised Gypsy and Travellers policy by June 2009 (Council Action)**
- Achieving the following LAA targets – *to be added*
- Achieving the following performance indicator targets - *to be added*
- Introducing the following service improvements – *to be added*

Approach 5: extending and encouraging the use of recycling opportunities

- **Extending plastic bottle recycling so that all villages and schools are served by 2010 (Council Action)**
- **Introducing further opportunities for businesses to recycle their waste (Council Action)**
- Achieving the following LAA targets – *to be added*
- Achieving the following performance indicator targets - *to be added*
- Introducing the following service improvements – *to be added*

Approach 6: working to improve the cleanliness of our villages

- **By 2009 establishing a programme of at least 10 Community Clean Up events per year throughout the District (Council Action)**
- **On top of our regular litter picks, improving the verges alongside the A14 and A11 by in depth Spring and Autumn litter picks (Council Action)**
- **Installing and emptying litter bins at our 10 dirtiest lay-bys on the major roads into and out of the District (Council Action)**
- **In addition to our regular street cleaning activities improving the appearance within 10 of our larger villages by increasing the amount of street cleaning that is undertaken (Council Action)**
- **Introduce our own Best Kept Village Competition (Council Action)**
- Achieving the following LAA targets – *to be added*
- Achieving the following performance indicator targets - *to be added*
- Introducing the following service improvements – *to be added*

Approach 7: taking account of climate change in all the services that we deliver

- **Having a Climate Change Action Plan in place by 2010 (Council Action)**
- Achieving the following LAA targets – *to be added*
- Achieving the following performance indicator targets - *to be added*
- Introducing the following service improvements – *to be added*

Approach 8: promoting low carbon living and delivering low carbon growth through the planning system

- **Work with Parish Councils on schemes for renewable energy and low carbon living (Council Action)**
- Achieving the following LAA targets – *to be added*
- Achieving the following performance indicator targets - *to be added*
- Introducing the following service improvements – *to be added*

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

We will achieve this Aim in 2009/10 by –

Approach 1: working closely with local businesses

- **Setting up a Business Forum and introduce a series of regular Business Breakfast meetings in the District by 2009 (Council Action)**
- Achieving the following LAA targets – *to be added*
- Achieving the following performance indicator targets - *to be added*
- Introducing the following service improvements – *to be added*

Approach 2: promoting economic development

- **Supporting businesses to comply with the law while targeting those who flout it (Council Action)**
- Achieving the following LAA targets – *to be added*
- Achieving the following performance indicator targets - *to be added*
- Introducing the following service improvements – *to be added*

Approach 3: using cultural activities effectively to promote tourism

- **Promoting the development and uptake of business space already allocated in the District (Council Action)**
- **Explore possible spin-offs from the London 2012 Olympics (Council Action)**
- Achieving the following LAA targets – *to be added*
- Achieving the following performance indicator targets - *to be added*
- Introducing the following service improvements – *to be added*

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

We will achieve this Aim in 2009/10 by –

Approach 1: protecting existing communities, villages and the countryside

- **Assisting at least three Parish Councils to produce Parish Plans from 2009 (Council Action)**
- Achieving the following LAA targets – *to be added*
- Achieving the following performance indicator targets - *to be added*
- Introducing the following service improvements – *to be added*

Approach 2: working more closely with Parish Councils and local Groups

- **Introducing a new system of quarterly meetings to which all parish councils will be invited to send up to 2 representatives from 2009 (Council Action)**
- **Ensuring that each Cabinet Member attend at least three Parish Council meetings a year from outside their ward from 2009 (Council Action)**
- Achieving the following LAA targets – *to be added*
- Achieving the following performance indicator targets - *to be added*
- Introducing the following service improvements – *to be added*

Approach 3: implementing planning policies to achieve successful new communities

- **By May 2009 assessing the need for provision of new premises for small businesses (Council Action)**
- Achieving the following LAA targets – *to be added*
- Achieving the following performance indicator targets - *to be added*
- Introducing the following service improvements – *to be added*

Approach 4: maximising planning gain for neighbouring communities

- Achieving the following LAA targets – *to be added*
- Achieving the following performance indicator targets - *to be added*
- Introducing the following service improvements – *to be added*

Approach 5: playing our part in improving rural services including transport links

- **Working with other organisations to develop a Community Transport Plan for the District by 2010 (Council Action)**
- Achieving the following LAA targets – *to be added*
- Achieving the following performance indicator targets - *to be added*
- Introducing the following service improvements – *to be added*

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APPENDIX B

Improvement Plan to address CGI Re-inspection Recommendations – January 2009

Recommendation 1: The Council must ensure recent improvements in political conduct and leadership are sustained deepened and broadened through –

- *Further improving decision making processes to ensure clear accountability, openness and transparency, with decisions based on more robust evidence*
- *Ensuring all Cllrs sign up to member undertakings*
- *More productive use of skills of non-executive councillors*
- *Improved engagement with local parish councils*

Our Plans for 2008/09 and 2009/10

Our plans to make further progress in relation to Recommendation 1 include proposals to –

Plans for 2009/10				
Proposals	Who	When	In service plan?	
A	Cabinet to develop Council Actions for 2010/11 onwards to give further strategic direction in achieving the aims of the Council, LSP and LAA	Leader/ Chief Executive	May 2009	
B	At least a further four places on the Member Leadership Academy course to broaden the base of leadership potential within the Council.	Chief Executive	Dec 09	
C	Follow up all party workshop in December in consultation with group leaders	Leader/ Chief Executive	June 09	
D	Agree arrangements for successful conclusion to mentoring programme	Chief Executive	June 09	
E	Implementation of the Member Training and Development Plan with aims to increase the relevance of the programme to Members through an annual survey of training and development needs and targets to increase the number of Members taking part in a training session and in the annual survey.	Cllr Ellington/ Democratic Services Manager	Mar 2010	✓

Plans for 2009/10				
	Proposals	Who	When	In service plan?
F	Continue to develop and improve the Scrutiny function – by: <ul style="list-style-type: none"> training and development for scrutiny members a structured programme to identify topics for scrutiny initiating further task and finish groups, involving non-scrutiny members implement scrutiny role in Councillor call for action 	Scrutiny Ch and Committee/P&P	Continuing Jun 09 Jun 09 Mar 2010	✓
G	Conduct Equality Impact Assessments for all new plans and policies going to committee which will improve evidence base for decision making	P&P/ Corporate Managers	From Apr 09	
H	Continue to engage with Members and parish councils in relation to the ethical governance agenda to work towards reduction of instances where the Code of Conduct is found to be breached/follow up work of Chair/VC of Standards Committee (clearer targets to be developed)	Head of Legal Services		✓
I	Constitution Working Party – agree annual schedule and work programme	Democratic Services Manager	June 09	✓
J	Annual report to EMT on effectiveness of decision making structures, with recommendations for improvements and training	Democratic Services Manager	Dec 09	✓
K	Identify role for local members and parish councils in Community Engagement Strategy	Partnerships Manager	May 09	
L	Establish programme of quarterly meetings to which all parish councils will be invited to send up to two representatives (CA)	Partnerships Manager	Jun 09	✓
M	Each Cabinet Member to attend at least three parish council meetings outside their ward in the year to promote engagement with parish councils (CA)	Leader	Mar 2010	
N	An action plan is being developed to improve engagement with parish councils. This includes:- <ul style="list-style-type: none"> consultation and adoption of Parish Charter Establish a forum for planning services Research best practice on parish council engagement Consultation on budget and service plans 	Various	Various dates in 2009	

Recommendation 2: The Council must ensure the process of improvement continues to aim for profound and sustainable change in the way the Council operates through-

- *putting in place robust arrangements to plan and manage future change; this will begin with succession planning for the departure of the Improvement Manager after May 2008, but also includes longer-term capacity building at Chief Officer level;*
- *maintaining external review and support (which has been provided by the Improvement Board) at least until the end of 2008*
- *using future Audit Commission reviews of performance, such as direction of travel assessments, to assess progress on corporate governance; and*
- *ensuring that improvement at the Council is about lasting cultural change.*

Our Plans for 2009/10

We will continue to embed and develop processes started last year or previously and continue the current work described above. Key areas to develop capacity and culture will be -

Plans for 2009/10				
	Proposals	Who	When	In service plan
A	Appoint new Executive Director (May) and Corporate Manager (timing dependent on outcome of Stock Options ballot)	Chief Executive		
B	Develop programme to embed Council Values (need to be developed)	Values Champion	Apr 09	✓
C	Achieve corporate IIP accreditation and implement necessary changes	HR Manager	Mar 09	✓

Plans for 2009/10				
	Proposals	Who	When	In service plan
D	<p>Working groups have been set up to achieve changes to respond to the staff survey in the following areas:-</p> <ul style="list-style-type: none"> • Future staff survey • Staff involvement and engagement strategy • Leadership development • Flexible working practices • Appraisal review • Benefits and Rewards package • Succession planning • Communication effectiveness <p>This work is in course of development and clear action plans will be developed</p>	Staff Satisfaction Steering Group	Mar 2010	
E	Introduction of management competency framework and learning framework	HR Manager	Mar 2010	✓
F	Delivery of senior and middle management training to increase capacity	HR Manager	Ongoing	✓
G	<p>Succession planning:</p> <ul style="list-style-type: none"> • Review corporate succession planning • Planning service to develop succession planning policy 	HR Manager Planning Corporate Manager	Mar 2010	✓
H	<p>Programme to improve performance management culture – by:-</p> <ul style="list-style-type: none"> • Launch of South Cambs performance management portal • Inclusion of all service plans on Corvu and establishment of process for monitoring service plans • Establish working group to promote and develop performance management • Develop and adopt a performance management strategy • Establish performance management information boards in services across the Council <p>(Plus review programme in the light of Performance Management element of CAA Organisational Assessment)</p>	P&P Manager	May 09 May 09 Apr 09 June 09 Mar 2010	✓

Plans for 2009/10					
	Proposals	Who	When	In service plan	
I	Improve risk management by the implementation of the CorRisk module (Timing depends on development of new module by Corvu)	P&P Manager/ Risk Manager	See comment	✓	
J	Promote customer service culture by – <ul style="list-style-type: none"> • Self Assessment with reference to Customer Service Excellence standard • Revise Customer Service Strategy • Commission training/workshops for staff • Develop plan for communications/promotion of customer service • Collection and use of NI14 data 	C&C Corporate Manager	Mar 2010	✓	
K	Complete reviews of ICT (April 09) and HR (June 09) services	P&P Manager/ Business Analyst	As opposite	✓	
L	Review the Improvement Plan in the light of the Direction of Travel Report	P&P Manager/	Apr 09		
M	Develop and implement a Use of Resources Action Plan to consolidate position in the new assessment framework.	Executive Director (Chief Exec in interim)			
N	Respond to Overview and Scrutiny Task and Finish Group on financial management – likely to include recommendations to bring finance and performance together in the budget process.	P&P Manager/			
O	Review future improvement needs in the light of the CAA assessment	P&P Manager/	Dec 09		

Recommendation 3: The Council must ensure that, concurrent with improvements in processes and procedures, its policies and behaviours address the needs of, and promote the well being of, all sections of its community by –

- access to policy making work, especially for those members of the community at risk of deprivation
- programmes of diversity awareness training at the Council are made relevant to local need, and include input from local residents; and
- specific policies, such as development control and enforcement, are reviewed, to ensure the Council is meeting its responsibilities under the Equality Act 2006

Our Plans for 2009/10

A new Equality and Diversity Officer has now come into post and a one-year post of Equalities Project Officer to concentrate on the programme of EQIAs is currently being recruited. In the light of this enhanced capacity a challenging new action plan has been agreed. The plans below reflect some of the high level targets of this new action plan and also relevant Council Actions and service plans.

Plans for 2009/10					
	Proposals	Who	When	In service Plan	
A	Work with voluntary organisations to establish a relationship with hard and vulnerable residents (CA)	P&P	Mar 2010	✓	
B	Work with other agencies to prepare and adopt a revised Gypsy and Traveller Policy (CA)	P&P	June 09	✓	
C	Gypsy and Traveller DPD – public participation on preferred options and sustainability appraisal	Planning Policy	Nov 09	✓	
D	Complete EQIAs for 2 high priority services for each corporate area	P&P and Corporate Managers	May09	In some – will extend to others	
E	Complete all medium priority EQIAs	P&P and Corporate Managers	Apr 2010	In some – will extend to others	
F	Complete EQIAs for all new policies and strategies going to Cabinet	P&P and Corporate Managers	From Apr 09		
G	Ensure inclusion of equality issues in Community Engagement Strategy	P&P	May 09		
H	Establish Equalities Consultative Forum to engage a wide range of external stakeholders	P&P	April 09	✓	
I	Achieve former level 2 of equalities standard	P&P	June 09	✓	

Plans for 2009/10				
	Proposals	Who	When	In service Plan
J	Revised Race Equality scheme adopted	P&P	June 09	✓
K	Gender Equality Scheme adopted	P&P	June 09	✓
I	Revised Disability Scheme adopted	P&P	Jan 2010	✓

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SOUTH CAMBRIDGESHIRE DISTRICT COUNCIL

REPORT TO:	Policy, Information and Communications Portfolio Holder	12 March 2009
AUTHOR/S:	Chief Executive / Democratic Services Manager	

E-PETITIONS**Purpose**

1. This report sets out the principal issues relating to the use of online petitions as a means of increasing community engagement with the democratic process. No key decision is required, but it is considered appropriate to bring the matter to the Portfolio Holder to confirm the Council's commitment, or otherwise, to online petitions. Should the Portfolio Holder decide to implement e-Petitions at South Cambridgeshire District Council, the resource implications will relate in the main to human rather than financial resources. The Council has an agreed protocol for considering petitions, therefore introducing an E-Petitions facility will involve modification of, and improvement to, an existing process rather than the creation of a new one.

Background

2. A growing number of local authorities are providing facilities for the completion and submission of online petitions. South Cambridgeshire District Council uses a committee administration software package called modern.gov, marketed by NT/e. NT/e has recently introduced an e-Petitions facility as part of that software package.

Considerations

3. The benefits of online petitions include:
 - (a) Providing an additional avenue for participating in the democratic process.
 - (b) Spreading the message more widely than might be the case with paper-based petitions (from the public's point of view) and getting a wider, and perhaps more independent, response (from the Council's point of view).
 - (c) The system's simplicity and effectiveness in an electronic world.
4. Potential drawbacks include:
 - (a) a perception that e-Petitions might diminish or duplicate the constituency and community leadership roles of local Members.
 - (b) Similar or duplicate petitions especially where they "split the vote". There should be some way to "merge" petitions.
 - (c) Staff implications: some systems operated by other local authorities are primarily manual and involve a member of staff compiling the petition from information added to the webpage .
5. Online petitioning has not been publicised, so it is not known whether or not there is a public demand for it. However, the Council's Constitution already provides for "old fashioned" petitions, and residents are already familiar with the concept. It is likely therefore that online petitions could only enhance a facility that already exists.

Nevertheless, the Portfolio Holder might wish to give some publicity to online petitions before they go live.

Options

- 6. The Portfolio Holder can either
 - (a) Authorise the introduction of online petitions service as soon as practicable.
 - (b) Endorse the principle of online petitions but defer a final decision pending public consultation to gauge demand for such a facility to be introduced.
 - (c) Reject online petitions at the present time. This option is not recommended, given the likely future obligation, referred to below, to make e-petitions service available.

Implications

7. Financial	There are no direct financial implications if the Council opted for the modern.gov option, which is an integral part of the next upgrade and would be provided as part of the existing service agreement. Clearly, use of another commercial provider would have additional cost implications for the Council. There would be a staff cost if the Council adopted an “in-house” option.
Legal	In the interests of data protection, the system would need to adapt to ensure that the private personal address details are not capable of being viewed on public websites. The recently published Local Democracy, Economic Development and Construction Bill contains provisions which would oblige councils to make provision for petitions to be submitted electronically. The Bill makes further provision governing the Council’s response to such petitions, and it is clear that the government is seeking through legislation to raise the profile and stature of local authority petitioning.
Staffing	It is anticipated that the likely workload generated by the provisions of an e-petitions service can be met from within existing officer resources.
Risk Management	None
Equal Opportunities	Online petitions increase access to the Council’s decision-making processes to those who might not otherwise have an opportunity to raise their concerns.

Consultations regarding how the system would operate in practice

- 8. Huntingdonshire District Council has been consulted as the first Authority to go ‘live’ with the e-petitions facility from modern.gov. The Council requires residents wishing to sign a petition has to register and provide details of their postal address so that officers can check that petitioners live or work within the District. As long as they have this local connection, anyone can start a petition. The details of those who sign the petition are stored in an Excel spreadsheet within Issue Manager (part of the administrative side of modern.gov).
- 9. If a petitioner wishes to start a petition, they simply follow the online instructions. Their request is then sent to Democratic Services who review the content of the petition before activating it online. This requires a member of the Democratic Services

Team to check the system on a regular basis (such as a week) as there is no automatic notification.

Effect on Corporate Objectives and Service Priorities

10.	<p>Work in partnership to manage growth to benefit everyone in South Cambridgeshire now and in the future</p> <p>Not applicable</p>
	<p>Deliver high quality services that represent best value and are accessible to all our community</p> <p>Enabling wider public involvement in the democratic process will help focus the Council's attention onto those issues important to local people.</p>
	<p>Enhance quality of life and build a sustainable South Cambridgeshire where everyone is proud to live and work</p> <p>The ability to contribute quickly and easily to a debate (in a sustainable format) will enhance the feeling of inclusiveness and wellbeing.</p>

Conclusion

11. The introduction of an on-line petition service will improve the ease of access to the Council's decision-making structure for residents wishing to submit petitions which will stimulate interest and participation in local democracy. The facility can be introduced within existing resources and will mean that the Council is ahead of the game in terms of a future legislative requirement to make such a facility available.

Recommendation

12. It is **recommended** that South Cambridgeshire District Council introduce online petitions using its existing committee management software from 1 April 2009, subject to appropriate publicity around the launch.

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

- Huntingdonshire District Council (modern.gov)
<http://www.huntsdc.gov.uk/News+and+Communications/Press+releases/2008/July/first+byte+at+electronic+petitions.htm>
- Bristol City Council (Public-I)
<http://epetitions.bristol.gov.uk/>
- Royal Borough of Kingston-upon-Thames (manual system)
http://www.kingston.gov.uk/information/your_council/epetitions.htm

Contact Officer: Ian Senior – Democratic Services Officer
 Telephone: (01954) 713028

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SOUTH CAMBRIDGESHIRE DISTRICT COUNCIL**SERVICE PLAN FOR COMMUNITY AND CUSTOMER SERVICES****2009/10 TO 2011/12****Portfolio Holder/s:**

Partnerships: Cllr Ray Manning, Leader

Policy & Improvement and Communications: Cllr Tim Wotherspoon

Equality and Diversity: Cllr Mark Howell

Customer Service: Cllr Simon Edwards

Performance Management: Cllr Nick Wright

SERVICE PLAN OVERVIEW**1. Key Functions and Responsibilities**

The key functions of the Community and Customer Service area are as follows:

- ❑ To communicate the Council's vision, priorities, objectives and processes effectively both to staff, through an effective internal communication and consultation process, and externally to partners, agencies and the public.
- ❑ To actively foster and develop positive relationships with all local agencies and partners, including the voluntary sector and local business as well as other statutory bodies at regional and national levels.
- ❑ To develop and actively contribute to the delivery of the Council's corporate communications strategy by maintaining positive relationships with the media and promoting the activities of the Council.
- ❑ To challenge service plans and their performance against the prioritised outcomes for the Corporate Plan and the needs of customers and local communities.
- ❑ To review and monitor the benchmarking of service delivery against national and local indicators and to empower Managers across the Council to ensure that action is taken to improve performance where necessary.
- ❑ To champion the examination of policy from the perspective of customers and communities across all services; commissioning the re-engineering of services where appropriate.
- ❑ To make an active and positive contribution to the Council's process of implementing cultural change and organisational development and help embed a shared vision and values across the organisation.

The responsibilities of each of the teams within Community and Customer Services the service area are set out below. However, it should be recognised that there are clear synergies between functions and a number of shared responsibilities that necessitate close working between the teams and with other service areas across the Council e.g. customer service.

The **Communications Team** is responsible for the Council's corporate communications including:

- media relations – press office, media releases, media briefings / conferences, coordinating broadcast and print interviews, responding to queries, working with reporters / editors
- publications – including quarterly residents' newsletter *South Cambs magazine*
- corporate branding – reviewing and monitoring use of the corporate brand and guidelines for its use
- marketing – marketing material (posters, displays, leaflets) to support services and corporate initiatives
- internal communication, including the support of organisational change
- reputation management – including strategic communications planning and management for corporate initiatives
- The service contributes to the statutory duty to inform, consult and engage residents and communities

The **Partnerships** Team is responsible for:

- Taking the lead role in the preparation and delivery of the Sustainable Community Strategy for the South Cambridgeshire Local Strategic Partnership (LSP).
- Supporting the development and implementation of the Cambridgeshire Local Area Agreement (LAA).
- Taking the lead role in the preparation and delivery of the Community Safety Rolling Plan for the CDRP.
- Managing projects to enable the delivery of the Sustainable Community Strategy, the LAA and the Community Safety Rolling Plan.
- Supporting Parish Councils and the voluntary and community sector to influence Council, LAA and Local Strategic Partnership (LSP) decision-making and promoting an environment for a thriving third sector.
- Coordinating the delivery of the Council's Community Engagement Strategy, including neighbourhood panels, parish planning, parish charter and information events.

The **Policy and Performance Team** is responsible for:

- Supporting the development of corporate priorities and policies
- Developing and supporting corporate consultation
- Co-ordinating the Council's response to, and helping the Council to improve performance in relation to, audit and inspection regimes
- Promoting and supporting performance management throughout the organisation in order to achieve the Council's objectives.
- Promoting equality and diversity
- Supporting the development and capacity of the Scrutiny and Overview Committee

The **Electoral and Support Services Team** is responsible for:

- The compilation and maintenance of the electoral role and the management of elections
- The provision of the Council reception service at Cambourne
- The support of Service First
- The management of customer services processes such as complaints management.

2. Context

a) External Drivers

The following external drivers will influence the service

<p>Political</p> <ul style="list-style-type: none"> • Role of Members in the LAA and partnerships • Involvement of Members in the improvement agenda, including values and scrutiny • Impact of local and general elections • Recognition of the integral role of communications in reputation • Expectation of partners in joint communication projects 	<p>Economic</p> <ul style="list-style-type: none"> • Council budgets and financial position • Recession resulting in more demand on voluntary advice and support organisations • Recession resulting in increase in crime levels and potential drop-off in advertising support for <i>South Cambs magazine</i> • Loss of funding for fixed term Communications Officer post
<p>Social</p> <ul style="list-style-type: none"> • Changes to lifestyle trends; aging population • Housing costs and availability • Transport issues • Growth areas and demographics e.g. social housing, age, cultures, religion – differing communication needs and implications for equality, diversity and community cohesion • Differing requirements of different communities (and differing perceptions) causing pressure on services. • ‘Them’ and ‘Us’ danger – need to manage communications with new and existing communities • Increase expectations versus reducing resources 	<p>Technological</p> <ul style="list-style-type: none"> • Developing the use of ICT for performance management and sharing performance data with other partners. • Potential for new technology to open communication channels, especially for new home areas • Need for provision of basics such as broadband across the district, including new communities. • Increasing impact of ‘social’ media
<p>Legislation</p> <ul style="list-style-type: none"> • “Creating Strong, Safe and Prosperous Communities” statutory guidance (LAA, scrutiny etc) • ‘From the Neighbourhood to the National: Policing and Communities Together’ green paper • ‘Communities in Control: real people, real power’ white paper • Extension to the Equalities duty placed on Local Authorities • Introduction of the CAA with its emphasis on performance management • Potential change to Code of Recommended Practice on Local Authority Publicity 	<p>Environmental</p> <ul style="list-style-type: none"> • Rural areas with differing communication needs • Increasing necessity to look at environmentally-friendly, yet effective methods of communication

b) Key Partners

The service works with a range of partners -

- Members of Cambridgeshire Together,
- The South Cambridgeshire Local Strategic Partnership and its theme groups, such as the Crime and Disorder Reduction Partnership and Children and Young People’s Area Partnership.
- Partnerships with various voluntary and community sector organisations that are funded by the district council
- Performance management partnership with the County Council and other district councils around CorVu
- IDeA and Improvement East
- Cambridgeshire consultation partnership
- Cambridgeshire scrutiny network
- Local and industry media
- Parish councils

Some of these partnerships are formal with full terms of reference and others have more informal arrangements. The various partnerships need to be kept under continuous review in order to assess their benefits and manage risks.

c) Strengths and Weaknesses

<p>Strengths</p> <ul style="list-style-type: none"> • Team skills and experience • Multi-disciplinary make up of the teams • Enthusiasm and commitment • Added value of externally funded posts based at SCDC equals links and resource gain. • Working directly with communities to find out their needs. • Skills and experience of working with the voluntary sector. • Award-winning magazine recognised and valued by staff, councillors, partners and residents • Agreed communications strategy in place for the next 18 months 	<p>Weaknesses</p> <ul style="list-style-type: none"> • The service is stretched over a range of complex corporate projects and initiatives with limited staff capacity. All the separate teams experience limited resources to address areas of their work – for example – <ul style="list-style-type: none"> - voluntary sector development - policy development - joint working - communications projects outside of South Cambs magazine • There have been no settled management arrangements for the services in the corporate area. • Lack of technical systems expertise to enable better use, support and develop Resourcelink system. • Limited promotion of our achievements (internally and externally) and their relevance to Council aims, approaches and actions.
<p>Opportunities</p> <ul style="list-style-type: none"> • The new Corvu system • Equalities agenda/EIAs provide opportunity for more evidence based decision making 	<p>Threats</p> <ul style="list-style-type: none"> • New national indicator set and performance management framework • Potential loss of momentum on

<ul style="list-style-type: none"> • Investor in People project and management competencies framework – impact on performance management • Working in partnership to increase outcomes. • New statutory duty of community engagement. • LAA • Now scope for greater co-operation and joint work between the teams in the corporate area • New Corporate Manager will give greater capacity • Work with graphics and website officers to achieve consistency of communication • Growing use / importance of social media (blogs etc) • Increased importance of communications recognised by new performance indicators and place survey 	<p>improvement programme following discontinuation of Improvement Board.</p> <ul style="list-style-type: none"> • Impact from other services on our performance e.g. Anti-Social Behaviour. • Funding coming to an end – external posts. • Impending/recent retirement of key members of teams and loss of fixed term posts • Achieving compliance on equalities • Lack of understanding of impact of growth areas • Lack of buy-in to communications strategy post CGI report • Increased social media vs traditional channels • Lack of recognition of importance / relevance of strategic communications role in some areas of the organisation
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3. Service Objectives

Service objectives have been developed to take account of the Council's new aims, approaches and actions for 2009 to 2010, which assist the Council in delivering the Cambridgeshire Local Area Agreement the South Cambridgeshire Sustainable Community Strategy.

Council's Aims (3 As – Aims, Approaches, Actions)

- We are committed to being a listening Council, providing first class services accessible to all
- We are committed to ensuring that South Cambridgeshire continues to be a safe and healthy place for you and your family
- We are committed to making South Cambridgeshire a place in which residents can feel proud to live
- We are committed to assisting provision for local jobs for you and your family
- We are committed to providing a voice for rural life

Community and Customer Services Objectives

1. To build strong and sustainable communities through the continuing development and delivery of activities, resources and support to strengthen the skills and confidence of people and community groups to enable them to take effective action and leading roles:
2. To create safe communities where residents need not fear crime or anti-social behaviour
3. To support the development and achievement of the Council's strategic objectives through policy planning, corporate consultation, performance improvement and scrutiny.

4. To promote equality and diversity, targeting resources to those in greatest need
5. To work with the Service First Group to promote a culture and commitment to excellent customer service across the Council
6. To provide a reception service which is an outstanding first point of contact at which customers can easily access services and information
7. To support the democratic process by striving to make voting and voter registration easier, secure and more accessible to all, using the most up to date methods
8. To work towards the following communications objectives - that
 - the council is held in high repute by all stakeholders for its services and the leadership it gives to all South Cambridgeshire communities
 - members and staff feel well informed and act as advocates for the council with all stakeholder groups
 - the council is valued by residents and all stakeholders for the quality of the services it delivers and its successes in championing the needs of South Cambridgeshire at the local, regional and national level.

4. Our Customers

The service has a range of customers -

- Internal customers – staff and Members – who receive services such as communications support; partnership advice and support; customer service support (for example through Reception and the management of the complaints system); use of the performance management system (CorVu); equality and diversity support; service reviews and Scrutiny.
- External customers include members of the local community, partner organisations, grant recipients, parish councils, businesses, the voluntary sector and community groups, visitors to reception and all residents through the electoral system.
- Internal audit, external audit, Audit Commission and other inspectorates

What do customers think of the services provided by the service?

Past readership surveys of *South Cambs magazine* show a high reader satisfaction rate. This information will be updated once the results of the Spring 2009 readership survey are known.

Internal communications is improving – 78 per cent staff have a regular team meeting and 70 per cent discuss the corporate brief and two thirds of staff feel well informed about what is happening in SCDC.

The Reception team carry out a regular survey which indicates a high level of customer satisfaction. However, it has been recognised that the methodology of the survey is not strong and a more robust survey has been commissioned and the results will inform the development of an action plan for improving customer service that will be agreed and reviewed through the Service First team.

The Policy and Performance Team is currently seeking the views of internal services on its roles and responsibilities provided as part of a review that is expected to be concluded by end of April 2009 with any agreed recommendations implemented by September 2009.

5. Progress/Performance Overview

Most of the National Indicators relating to the service are new and awaiting baselines. In some cases those baselines will be established through the disaggregation of LAA targets to districts or by Place Survey information.

Achievements

- (a) Councils key partnerships identified and risk assessed and Partnerships Toolkit produced.
- (b) Sustainable Community Strategy formally adopted by the LSP and the Council
- (c) Council input into the development of the Cambridgeshire LAA.
- (d) Agreement for £1.6m Local Public Service Agreement reward grant expenditure to strategic and local projects.
- (e) Annual Strategic Assessment completed and Community Safety Rolling Plan developed within statutory timescales.
- (f) Crime prevention advice distributed via South Cambs Magazine.
- (g) Partnership action during 'Not in my Neighbourhood' week.
- (h) Reduction in criminal damage
- (i) Good progress on the improvement programme arising from the CGI – particularly in relation to establishing Council priorities and service planning; establishing improved performance management arrangements; improving scrutiny and the future of the Councils housing stock through the Housing Futures project .
- (j) Initial progress in equalities in moving to level 1 of the equalities standard and the staff training programme, but subsequently progress faltered as a result of the illness and loss of the Equality and Diversity Officer.
- (k) Successful review of the planning service, resulting in improvements in the registration process and significant performance improvements
- (l) Success of the Arbury Park Task and Finish
- (m) Improvements in monitoring and reporting customer service targets; significant improvements to the complaints process (both for Ombudsman and council complaints).
- (n) Since the Communications Plan was agreed in September 2007 communication within the Council has taken great strides forward, as recognised by the Audit Commission in its follow-up Corporate Governance report in March 2008
- (o) Council communication has improved both internally – introduction and review of Corporate Brief, SCene magazine and development of Chief Executive's message and Vine Online - and externally, as evidenced through the Audit Commission's follow up inspection
- (p) Values agreed by the Council through joint working and consultation with elected members and staff.

Work outstanding/ongoing

- a) Development of tripartite parish charter
- b) Development of neighbourhood panels
- c) Ongoing work to address emerging crime and anti-social behaviour issues
- d) Equalities - major challenges facing the Council in terms of achieving statutory compliance; equality impact assessments; improved working with external stakeholders; and Travellers policy.
- e) Supporting the Values project team to embed Council values.

- f) Ongoing work to embed the Corvu performance management system and a culture of performance management within the Council.
- g) Continue to progress development of the capacity and performance of the Scrutiny and Overview Committee.
- h) While Service First has made progress in areas such as customer service standards, monitoring, the Contact Centre performance and complaints handling, further areas for progress include gaining a higher profile for customer service culture; learning from complaints; developing a new Customer Service Strategy that will aim towards accreditation for the national Customer Service Excellence standard.

6. Resources

The outturn for 2008/09 and budgets for 2009/10 and 2010/11 will be included for the final version of the service plan.

7. Value for Money Overview

The teams within the service are small, lean teams. Value for money comparisons with other councils are very difficult because each have very different structures and ways of delivering these services. The CGI inspection team was of the view that before the recent expansion of capacity the Council had insufficient capacity in corporate areas.

8. Workforce Overview

The Partnerships Team will consist of the following during 2009/10:

- 1 x Partnerships Manager
- 1 x Partnerships Officer
- 0.6 x Community Safety Officer
- 1 x Community Liaison Officer
- 0.6 x CDRP Partnership Support Officer
- 1 x CDRP Anti-Social Behaviour Caseworker

The Policy and Performance Team will consist of the following (all full time) –

- 1 x Policy and Performance Manager
- 1 x Equality and Diversity Officer
- 1 x Performance Improvement Officer
- 1 x Scrutiny Development Officer
- 1 x Business Analyst
- 1 x Policy and Projects Officer
- 1 x Equality Projects Officer (1 year post)

The Customer Services Project Officer post has transferred from the Policy and Performance Team to the Elections and Support Services Manager, but with the Policy & Performance team continuing to provide support on policy issues.

The Communications Team will consist of –

- 1 x Communications Manager
- 1 x Communications Officer (job-share)

The Electoral and Support Services team will consist of -

- 1 x Electoral and Support Services Manager

1 x Electoral Services Officer
1 x Administration Assistant
1 x Customer Services Coordinator
2 x Receptionists
2 x Catering staff

Key workforce issues for the service include:-

- Both the Partnerships and Policy and Performance teams are progressing key strategic issues for the Council. A disproportionate number of Council Actions fall to be completed by these relatively small teams.
- The size of the Policy and Performance team has grown in response to issues raised in the CGI. While capacity has been increased, there are still areas (such as policy development, research and benchmarking) which are still under resourced.
- Both the Partnerships and Policy and Performance teams are of a multi-disciplinary nature and address issues where there is a great deal of ongoing change. Staff development and keeping up with current issues will continue to be an important workforce consideration.
- As the structure of the Policy and Performance team has grown in a piecemeal way in response to CGI and other issues this has given rise to a flat structure and a team with specialist rather than generic policy and performance related roles. There will be opportunities to review the structure in 2009/10, particularly as retirements are likely among current staff alongside a vacant post that will be covered on a 6 month fixed term contract pending the outcome of the review.
- Another major issue for these teams is that there is very little cover when posts are vacant through turnover or sickness. This has been particularly evident in the last year with vacancies in the Equality and Diversity Officer post and more recently in the Customer Services post.
- The service will be affected by the loss of two fixed term posts (Communications Officer and Improvement Project Officer) which end in March 2009. The Communications post will have an impact on a range of internal organisational change projects.
- The main workforce issues for the Electoral and Support Services team are the nature of elections work means that the service pressures fall unevenly throughout the year and this has implications in terms of the need to continue to ensure sufficient cover for Reception at all times.

9. Equalities Overview

The Policy and Performance team has overall responsibility for the promotion of equal opportunities and diversity within the Council. This area is covered in the relevant operational and improvement plan. A number of equality impact assessments will fall to be carried out during the year:-

HIGH:

- Travellers Policy
- Consultation and engagement

MEDIUM

- Performance Management Strategy

- Communications
- Partnership framework
- Access to Services/Customer Services
- Community Safety
- Reception service

10. Risk Overview

The following key risks have been identified and are included in service risk registers:-

- a) Failure to deliver community safety targets leading to poor assessment of CDRP resulting in unfavourable review by Government Office
- b) Failure to meet duty of community engagement leading to disengaged communities and poor CAA score in Cambridgeshire resulting in frustration by partner agencies and loss of reputation
- c) Not delivering LAA targets leading to dissatisfaction by partners and residents and poor CAA score in Cambridgeshire resulting in poor reputation and lowered resources
- d) LSP not being fit for purpose judged by Audit Commission assessment leading to poor reputation and further assessment resulting in additional workload
- e) Loss of resources due to LAA priorities elsewhere leading to reduction in services resulting in lowered service levels and loss of reputation
- f) Severe antisocial behaviour leading to failure to deliver reduction targets resulting in loss of confidence and reputation
- g) Lack of progress in equalities leading to compliance risks and non achievement of Council objectives
- h) Delayed progress in the implementation of Corvu leading to possible delays in achieving the Council's performance management objectives.
- i) Lack of progress on the embedding of Council values.
- j) Poor perception of local services/ Council, leading to low NI scores on satisfaction ratings, resulting in lowered CAA performance and poor reputation.
- k) Limited capacity within a small team to deliver on increasing range of projects and responsibilities (Communications Strategy, Equalities, Values, Growth, Housing Futures) leading to ill-informed residents and partners resulting in poor reputation and lowered performance assessments.
- l) Poor perception of organisation internally leading to staff dissatisfaction, lower external perception of council, resulting in poor reputation.
- m) Limited capacity within a small Communications team leading to issues in delivering in sustained emergencies or major incidents, leading to inefficient response to emergencies, resulting in poor reputation, failure to meet terms of the Civil Contingencies Act.
- n) Lack of resources if snap general election was called leading to election team being unable to cope due to lack of staff and the very tight timetables involved, resulting in one or more election petitions.
- o) Electoral Services Manager is taken ill before election leading to having to employ a consultant from body such as the AEA (they would be able to legally administer the election, but would struggle with local arrangements) resulting in the Returning Officer having to take control; potentially an election petition could be lodged if there was any question regarding the conduct of the poll.
- p) Aggressive customer leading to physical attack on reception staff resulting in injury to either staff being injured physically or mentally, having a potential knock-on effect on their services; need to employ temporary staff to cover shortfall in exceptional circumstances; visitors' perception or experience of reception capability is reduced; criticism over contingency arrangements.

COUNCIL ACTIONS IMPLEMENTATION PLAN

(To be used to set out plans to deliver the 33 Council Actions)

Council Action	Actions	Supporting Information	Completion by Month	Responsible Officer
Work with voluntary groups to provide information and advice at events in 20 villages a year by 2010	<ol style="list-style-type: none"> 1. Recruit Community Liaison Officer. 2. Map local authority, parish council and community and voluntary organisation village events. 3. Contact event organisers to request permission for the provision of SCDC information. 4. Attend at least 20 events in villages across the district during 2009. 	<p>Additional Resources Required: Half-time cost of Community Liaison Officer (£24,000 per annum); £3,000 to cover cost of events</p> <p>Outputs: Information and advice provided at events in 20 villages a year by 2010</p> <p>Outcomes: Increased awareness of council services; increased customer satisfaction</p> <p>Risks: Funding not made available for post or event costs</p> <p>Other services affected: New Communities, through attendance at their events.</p>	<ol style="list-style-type: none"> 1. April 2009 2. April 2009 3. May 2009 4. Ongoing throughout the year 	Partnerships Manager / Community Liaison Officer
Set up an Anti Social Behaviour Working Group by May 2009 to report on key areas of concern and identify areas for resources to be targeted accordingly	<ol style="list-style-type: none"> 1. Officers/agency professionals to continue to attend the CDRPs monthly Anti-Social Behaviour Task Group. 2. Take ASB priorities raised at Neighbourhood Panels to ASB Task Group. 3. Work with partners to identify solutions and target resources accordingly. 	<p>Additional Resources Required: None</p> <p>Outputs: Monthly ASB Task Group meetings</p> <p>Outcomes: Reduction in reports of anti-social behaviour</p> <p>Risks: The nature of ASB means that there are often no quick-win solutions and success can be difficult to quantify. Also cases can take a long time to investigate and progress as they often involve individuals with complicated and chaotic lifestyles</p> <p>Other services affected: Environmental Health, Housing</p>	<ol style="list-style-type: none"> 1. Ongoing 2. From Jan 2009 3. Ongoing 	Community Safety Officer
Carry out a review by 2010 of the provision and effectiveness of existing CCTV in the district	<ol style="list-style-type: none"> 1. Identify CCTV consultant to carry out the review 2. Undertake review 3. Report findings to CDRP Board 	<p>Additional Resources Required: £10,000</p> <p>Outputs: A report for the Council on CCTV provision</p> <p>Outcomes: Clear direction on future CCTV policy</p> <p>Risks: Identifying suitable CCTV consultants who understand the rural nature of the District</p> <p>Other services affected: Environmental Health</p>	<ol style="list-style-type: none"> 1. June 2009 2. Oct 2009 3. Jan 2010 	Community Safety Officer

COUNCIL ACTIONS IMPLEMENTATION PLAN

(To be used to set out plans to deliver the 33 Council Actions)

Council Action	Actions	Supporting Information	Completion by Month	Responsible Officer
Carry out a Fear of Crime and Public Reassurance Survey in 2009	<ol style="list-style-type: none"> 1. Fear of crime questions to be placed within the CDRPs annual Strategic Assessment consultation questionnaire. 2. Policy & Performance will carry out the Place Survey by the end of 2009, although there is no requirement to carry out the survey again between 2008 and 2010. 	<p>Additional Resources Required: None</p> <p>Outputs: Fear of crime data collated and analysed by area</p> <p>Outcomes: Greater understanding of fear of crime within the district</p> <p>Risks: Funding not available to carry out the Place Survey</p> <p>Other services affected: Policy and Performance are leading on the Place Survey, which is carried out by consultations</p>	<ol style="list-style-type: none"> 1. May 2009 2. Dec 2009 	Community Safety Officer
Introduce a Member Champion for each Neighbourhood Panel by May 2009 DELETE?	<ol style="list-style-type: none"> 1. Ensure Cabinet nominates Member Champions for each panel by providing appropriate information. 	<p>Additional Resources Required: Half-time cost of Community Liaison Officer (£24,000 per annum)</p> <p>Outputs: Member Champions identified and attending panel meetings</p> <p>Outcomes: Increased community engagement;</p> <p>Risks: None</p> <p>Other services affected: Potentially all frontline services with the development of neighbourhood panels</p>	<ol style="list-style-type: none"> 1. April 2009 	Partnerships Manager
Assist at least three Parish Councils to produce Parish Plans from 2009	<ol style="list-style-type: none"> 1. Recruit Community Liaison Officer. 2. Work with Cambridgeshire ACRE to assist villages already progressing plans to move them forward. 3. Ensure LSP Parish Plans Subgroup continues to progress/feed back on statutory sector actions. 	<p>Additional Resources Required: Half-time cost of Community Liaison Officer (£24,000 per annum)</p> <p>Outputs: At least three parish plans completed</p> <p>Outcomes: Identification of local priorities; parishes feeding into strategic planning</p> <p>Risks: Parishes are enabled to complete parish plans with little supervision and therefore timescales for completion cannot be guaranteed</p> <p>Other services affected: Potentially all frontline services if any actions relate to their service area</p>	<ol style="list-style-type: none"> 1. April 2009 2. Ongoing 3. Ongoing 	Partnerships Manager / Community Liaison Officer

COUNCIL ACTIONS IMPLEMENTATION PLAN

(To be used to set out plans to deliver the 33 Council Actions)

Council Action	Actions	Supporting Information	Completion by Month	Responsible Officer
Introduce a new system of quarterly meetings to which all parish councils will be invited to send up to 2 representatives from 2009	<ol style="list-style-type: none"> 1. Work with CPALC to ensure that Liaison meetings continue to be held six-monthly – set dates for 2009 2. Canvas parish councils to find out what issues they would like covered at additional events throughout the year 3. Support the CDRPs annual event 	<p>Additional Resources Required: None Outputs: 4 meetings/events per year Outcomes: Increased 2-way communication with parish councils Risks: Lack of parish council engagement Other services affected: Potentially any depending on the topics for discussion</p>	<ol style="list-style-type: none"> 1. April 2009 2. June 2009 3. Sept 2009 	Partnerships Manager
Work with other organisations to develop a Community Transport Plan for the District by 2010	<ol style="list-style-type: none"> 1. Highlight action at Transport & Access Group 2. Recruit short-term project officer 3. Set up small multi-agency group to develop Project Initiation Document 4. Source data and other relevant information 5. Write draft Community Transport Plan 6. Consult on draft plan 7. Present plan to Cabinet for adoption 	<p>Additional Resources Required: £40,000 for additional officer time Outputs: Community Transport Plan Outcomes: Clearer idea of where action/ resources are required Risks: Emerging priorities taking precedent Other services affected: Planning; concessionary fares; new communities</p>	<ol style="list-style-type: none"> 1. Jan 2009 2. Mar 2009 3. April 2009 4. July 2009 5. Sept 2009 6. Nov 2009 7. Dec 2009 	Partnerships Manager

COUNCIL ACTIONS IMPLEMENTATION PLAN

(To be used to set out plans to deliver the 33 Council Actions)

Council Action	Actions	Supporting Information	Completion by Month	Responsible Officer
Set up user groups of residents that will look at three areas of service delivery by 2010 to help guide service delivery in the future (A1)	<ol style="list-style-type: none"> 1. Report to EMT/Portfolio Holder to identify the appropriate areas for user groups (Jan 09) 2. Work with services to identify appropriate service users, with a view to equalities considerations (Jun 09) 3. Working with services agree arrangements for user group meetings, facilitation etc (July 09) 4. Hold meetings (Sept 09) 5. Discuss handing over future management of meetings to services (Oct 09) 	<p>Additional Resources Required:£5,000 for expenses, facilitation, accommodation etc</p> <p>Outputs: The holding of three service user groups; arrangements in place for continuation of meetings; proposals from the user groups for the improvement or future development of services</p> <p>Outcomes: Improved services through user involvement.</p> <p>Risks: Service users not willing to participate or do not produce significant ideas for service improvement – avoid by use of skilled facilitators</p> <p>Other services affected: the services for which user groups are set up – unknown at this stage</p>	Oct 09	Paul Swift/ Paul Knight

COUNCIL ACTIONS IMPLEMENTATION PLAN

(To be used to set out plans to deliver the 33 Council Actions)

Council Action	Actions	Supporting Information	Completion by Month	Responsible Officer
Work with voluntary organisations to establish a relationship with hard-to-reach and vulnerable residents (A4)	<p>Work with CVS to commission focus groups run by CVS and relevant voluntary groups covering six equality strands and other vulnerable groups.</p> <p>(Project to be undertaken jointly by Council, CVS and LSP and partners)</p>	<p>Additional Resources Required: £12,000 - £15,000 – but other partners invited to contribute</p> <p>Outputs: A report indicating needs and priorities (and possibly distribution) of vulnerable groups in South Cambs. May be starting point - need to be realistic about level and reliability of information at this stage.</p> <p>Outcomes: Ultimately better information about vulnerable groups for input into EQIAs and for input into service planning; better working relationships with voluntary organisations.</p> <p>Risks: Risks about the quality and reliability of data which may be derived; second option depends on willingness of voluntary groups to participate. Need to ensure that consultation is based on South Cambs (not City) residents.</p> <p>Other services affected: all/most services will gain through better information about service users or potential users.</p>	March 2010	Gemma Barron/ Paul Swift

COUNCIL ACTIONS IMPLEMENTATION PLAN

(To be used to set out plans to deliver the 33 Council Actions)

Council Action	Actions	Supporting Information	Completion by Month	Responsible Officer
<p>Establish a system of satisfaction surveys by May 2010 that will be used to improve all the services that we provide (A5)</p>	<p>Will need to cover in the Community Engagement Strategy. Potential actions:-</p> <ol style="list-style-type: none"> 1. Include plans in the Community Engagement Strategy for satisfaction surveys (by March 09). Will need to cover services which are used by all residents (eg refuse collection) and those used by relatively small numbers (eg benefits) 2. Commission survey/s working with all services to devise questionnaire(need to avoid the Place Survey taking place in the Autumn) – say early in 2010 – but would miss next year’s service plans. 	<p>Additional Resources Required: none – can use the £25,000 included in budget for this purpose this year. Outputs: satisfaction results for all major services Outcomes: use of the results to improve services Risks: Low response rate Other services affected: all services affected by the survey/s – would have to work jointly in developing questions and provide information about service users.</p>	<p>March 2010</p>	<p>Paul Swift/ Paul Knight</p>

COUNCIL ACTIONS IMPLEMENTATION PLAN

(To be used to set out plans to deliver the 33 Council Actions)

Council Action	Actions	Supporting Information	Completion by Month	Responsible Officer
Working with other agencies, adopt a revised Gypsy and Travellers Policy by June 2009 (C3)	Can do this by commissioning the work to be done or to be undertaken by the new Equality and Diversity Officer. In either case, the work will include:- 1. Research and interviewing. 2. Drafting the strategy 3. Consultation	Additional Resources Required: none if use the E&D Officer. Potentially up to £5,000 if use external support. Outputs: Revised strategy Outcomes: Improved community cohesion; and more equal opportunities for the traveller community. Risks: Delay in developing the strategy. Issues in gaining support/approval. Other services affected: A range of other services affected by traveller issues (Planning, legal, env health, revenues etc) – for inputting into strategy and implementation.	June 09	Paul Swift/ Equality and Diversity Officer.

OPERATIONAL PLAN: Policy and Performance Team

Relevant Council Aim/s:
(A) We are committed to being a listening council, providing first class services to all.

Relevant Council Approach/es: all

Service Objective: Support the development and achievement of the councils strategic objectives through policy planning, corporate consultation, scrutiny and performance management

Supporting Objective	Performance Indicator or SMART Milestone	PI target or deadline (month) for action			Lead Officer
		2009/10	2010/11	2011/12	
Effective corporate arrangements for the development and implementation of Corporate Aims and values	Develop Values Project Plan and targets	Plan approved and targets set	Plan revised and targets set	Plan revised and targets set	Paul Swift/ Values Project Team
	Annual review of Corporate Aims, Approaches and Actions	July 09	July 10	July 11	Paul Swift
	Agreement and publication of Corporate Plan	May 09	May 10	May 11	Paul Swift
	% of service plans in place by April each year	100%	100%	100%	Paul Swift
Effective performance management framework in place delivering improved services to the public	Score for performance management element of CAA	First judgement/ score available	Improve/maintain score, as appropriate	Improve/maintain score, as appropriate	Paul Swift
	% of important Council PIs that are improving (NIs & local)	Set baseline based on new NI indicator set	-	-	Ian Salter / Paul Swift
Enable the Council's scrutiny committee to make a positive contribution to the decision-making process and performance improvement	Number of Member participations at scrutiny training and development	45	45	45	Jackie Sayers
	SX52 - % of Scrutiny recommendations accepted by Cabinet	90%	90%	90%	Jackie Sayers
	Number of Elected Members involved in scrutiny	29	30	31	Jackie Sayers

	SX53 - Number of public participations in the work of the Scrutiny Committee and Task & Finish Groups	45	50	55	Jackie Sayers
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OPERATIONAL PLAN: Policy and Performance Team					
Relevant Council Aim/s: (C) We are committed to making South Cambridgeshire a place in which residents can feel proud to live.					
Relevant Council Approach/es: (iv) Working with local residents to promote community cohesion and addressing the needs of the most vulnerable in the community					
Service Objective: Promote equality and diversity, targeting resources to those in greatest need.					
Supporting Objective	Performance Indicator or SMART Milestone	PI target or deadline (month) for action			Lead Officer
		2009/10	2010/11	2011/12	
Establish a framework and policies to enable the Council to Improve its performance on equalities and diversity	Equality standard achieved by the council	2	3	3	Paul Swift/ E&DO
	% of policies/functions Equalities Impact assessed	All low and medium policies or functions	100	100	Paul Swift/ E&DO
	Achievement of milestones in approved Equalities Action Plan	Publish review of progress	Publish review of progress	Publish review of progress	Paul Swift/ E&DO
	Identification of key equalities actions to incorporate into 2010/11 Service Plans	Oct 09	-	-	Paul Swift/ E&DO
	External assessment of Level 2 achievement	June 09	-	-	Paul Swift/ E&DO
	Consult on and approve Comprehensive Equality Policy	May 09	-	-	Paul Swift/ E&DO
	Achieve compliance with requirement to produce up to date equality schemes	July 09	-	-	Paul Swift/ E&DO
Develop mechanisms to support services in developing their approach to equalities issues	NI 140 – Fair treatment by local services	77.4%	77.5%	78%	Paul Swift/ E&DO

Support Community Cohesion initiatives	NI1 - % of people who feel that different groups live harmoniously	82.5%	83%	84%	Paul Swift/ E&DO
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OPERATIONAL PLAN: Partnerships Team

Relevant Council Aim/s: A) We are committed to being a listening council, providing first class services accessible to all
E) We are committed to providing a voice for rural life

Relevant Council Approach/es: A) i) Listening to and engaging with our local community
A) ii) Working with voluntary organisations, Parish Councils and Cambridgeshire County Council to improve services through partnership
A) iii) Making South Cambridgeshire District Council more open and accessible
E) i) protecting existing communities, villages and the countryside
E) ii) working more closely with Parish Councils and local groups

Service Objective: To build strong and sustainable communities through the continuing development and delivery of activities, resources and support to strengthen the skills and confidence of people and community groups to enable them to take effective action and leading roles

Supporting Objective	Performance Indicator or SMART Milestone	PI target or deadline (month) for action			Lead Officer
		2009/10	2010/11	2011/12	
Support partnership action aimed at creating sustainable communities, through ensuring robust governance, council engagement and appropriate leadership	% Local Area Agreement performance indicators on target	80%	80%	80%	Partnerships Manager
	% Sustainable Community Strategy performance indicators on target	80%	80%	80%	Partnerships Manager
	For the council's significant partnerships, reduce the % of risk management 'likelihood scores' that are 2 or less (01/04/08 = 5.28%)	4%	2%	0%	Partnerships Manager
Co-ordinate the delivery of the district council's Community Engagement Strategy	NI 4 - % of people who feel they can influence decisions in their locality (2008 = 33.9%)	34%	38%	39%	Partnerships Manager
	Number of Community Access Points in the district (2008/09 = 13)	13	14	15	Community Liaison Officer

	Accumulative number of CAB kiosks in the district (2007/08 = none)	2	3	4	Community Liaison Officer
Empower and engage the third sector	NI 7 - Environment for a thriving third sector	15.3% (tentative baseline - County wide figure)	3.9% points improvement (tentative County figure)	-	Partnerships Manager
	Increase number of voluntary and community sector organisations engaged in virtual rural network	Set baseline	-	-	Partnerships Officer
	Service Level Agreements reviewed and renewed on a three-yearly basis	By end Q3	N/A	N/A	Partnerships Officer
	% funding paid out by end Q1, subject to monitoring information received	100%	100%	100%	Partnerships Officer
	% Service Level Agreement funded organisations visited by December	100%	100%	100%	Partnerships Officer
	Complaints received that consultation periods are not compliant with the Cambridgeshire compact (12 weeks)	0	0	0	Partnerships Officer
Empower and engage Parish Councils	Increase total number of parishes having completed a parish plan (2007/08 = 19 accumulative)	25	28	31	Community Liaison Officer
	% Parish Councils attending at least 1 neighbourhood panel meeting per annum	95%	95%	95%	Community Liaison Officer

OPERATIONAL PLAN: Partnerships Team

Relevant Council Aim/s: B) We are committed to ensuring that South Cambridgeshire continues to be a safe and healthy place for you and your family

Relevant Council Approach/es: B) i) working closely through our Crime and Disorder Reduction Partnership to reduce crime and the fear of crime
B) ii) working with partners to combat Anti Social Behaviour

Service Objective: To create safe communities where residents need not fear crime or anti-social behaviour

Supporting Objective	Performance Indicator or SMART Milestone	PI target or deadline (month) for action			Lead Officer
		2009/10	2010/11	2011/12	
Work with partners to tackle anti-social behaviour and the impact it has on local communities	NI 17 – Perceptions of anti-social behaviour	7%	7%	7%	Community Safety Officer
	NI 21 – Dealing with local concerns about anti-social behaviour and crime by the local council and police	26.6%	26.6%	26.6%	Community Safety Officer
	NI 27 – Understanding of local concerns about anti-social behaviour and crime by the local council and police	27.7%	27.7%	27.7%	Community Safety Officer
Work with partners to reduce crime and the fear of crime	NI 16 – Serious acquisitive crime rate (based on baseline for 4 district councils excluding Fenland)	12.11	12.09		Community Safety Officer
	Reduce vehicle crime to below 2007/8 level of 976	975	975	975	Community Safety Officer
	Reduce reported incidents of burglary of homes below 2007/08 level of 384	382	382	382	Community Safety Officer
	Domestic violence – service goals TBC, which when met could lead to judgement being taken that DV services in the district are “excellent”	Develop action plan by March 2010	-	-	Community Safety Officer

	% people who feel very or fairly safe when outside in their local area after dark (2006 Quality of Life Survey = 64%)	65%	66%	67%	Community Safety Officer
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OPERATIONAL PLAN: Communications							
Relevant Corporate Objective/s: All							
Relevant Service Priorities: All							
Service Objective: All							
Supporting Objective	Key Performance Indicator or other SMART measure	Supporting Indicator or Action/s	PI target or deadline for action			Lead Officer	Resources Used
			09/10	10/11	11/11		
		Plain English guidance rolled out across organisation	Guidance reviewed and issued	Explore options for inclusion in induction procedures	1x awareness raising event	Georgina Hayward	Communications team, HR officers
		Best practice employed in publications to reach traditionally less heard residents	On guidance of Equalities Officer, research and introduce best practice in South Cambs magazine	Introduce corporate roll out of best practice	80% of corporate publications meet corporate guidelines	Georgina Hayward	Communications team, Equalities Officer
Manage communications throughout the Council so that good communications (adhering to standards) is part and parcel of everyday planning and delivery.		Introduce a reporting framework for communications, linked to the performance management system	Reporting framework researched and introduced by September 2009	Evaluate key communication mechanisms against reporting framework		Georgina Hayward / Policy	Communications team, Policy officers,
		Develop annual media plan agreed by SMT in line with corporate objectives	Annual media plan produced and updated by January each year.			Kelly Quigley	Communications team/ EMT

Develop internal communication systems that provide staff and councillors with appropriate skills and information to act as informed and enthusiastic ambassadors for the organisation.	% staff find In-Site useful (72% in 2008)		75%	80%	80%	Georgina Hayward	Communications team, web officer, CMS contractor
	% of staff who feel well informed (staff survey) (59% in 2006) (63% in 2008/9)	Continue monthly staff newsletter	65%	70%	75%	Georgina Hayward	Communications team, printing, council-wide 'newshounds' HR
		Maintain, review and update Corporate Brief	Annual review of Corporate Brief and action plan developed where necessary – subject to resources available			Georgina Hayward	Communications Team / SMT
		Deliver regular Chief Executive message to staff	Review feedback and take action where necessary			Georgina Hayward	Communications Team / Chief Exec
	% of councillors who feel well informed	Survey of member communication needs 2008	Establish targets			Georgina Hayward	Communications team / democratic services
Residents and partners recognise and value the services delivered by Council.	relevant officers & councillors trained to represent Council in news communications			Cabinet members trained in broadcast media	Relevant officers receive media training	Georgina Hayward	Communications team / contractor
	% of media plan delivered		75%	80%	80%	Georgina Hayward	Communications team
	% of South Cambs residents who read the South Cambs Magazine and find it useful		Establish target based on reader survey 2008/9			Georgina Hayward	Communications team / consultation contractor
	All published documents, reports and policies to contain a glossary of terms		Establish target based on 08/09 monitoring			Georgina Hayward	Communications team / Democratic Services / managers
Residents, stakeholders and staff are involved and engaged in key corporate projects		Growth communications plan delivered	Targets as per growth comms plan			Georgina Hayward	Communications team / growth officers
		Housing Futures communications plan supported	Targets as per HF comms plan			Georgina Hayward	Communications team / Housing futures project team

Internal and external communications reflect and promote equality and diversity	All external publications reflect and promote diversity of age, gender, race, sexuality, disability, religion	Photographs, text, tone and content promote diversity and do not exclude any sections of the community	Set baseline and targets			Georgina Hayward	Communications team / equalities officer
	Internal publications reflect and promote diversity in the workforce	Photographs, text, tone and content promote diversity and do not exclude any sections of the community	Set baseline and targets			Georgina Hayward	Communications team / equalities officer
Embed corporate objectives and values in corporate communications	% of corporate communications reflecting key messages		Set baseline and targets			Georgina Hayward	Communications Team / South Cambs magazine editorial team

OPERATIONAL PLAN: Electoral & Support Services

Relevant Council Aim/s: WE ARE COMMITTED TO BEING A LISTENING COUNCIL, PROVIDING FIRST CLASS SERVICES ACCESSIBLE TO ALL and WE ARE COMMITTED TO PROVIDING A VOICE FOR RURAL LIFE

Relevant Council Approach/es: Making South Cambridgeshire District Council more open and accessible, achieving improved customer satisfaction with our services, ensuring that the Council demonstrates value for money in the way it works

Service Objective: To support the democratic process by striving to make voting and voter registration easier, secure and more accessible to all, using the most up to date methods.

Supporting Objective	Performance Indicator or SMART Milestone	PI target or deadline (month) for action			Lead Officer
		2009/10	2010/11	2011/12	
Ensure electoral services meet at least the performance standard for all new standards imposed on the Electoral Registration Officer and Returning Officer		Annual response	Annual response	Annual response	Laura Lock
Send UC1 form to all EU electors to ensure they can vote in European Parliamentary election in June 2009		April 2009	-	-	Laura Lock
Successfully run combined European and County Council Elections in June 2009		June 2009	-	-	Laura Lock
Publish most accurate register of electors by using all sources available to the ERO		December 2009	-	-	Laura Lock
Work with council tax to provide registration forms to all home movers		Continuous	Continuous	Continuous	Laura Lock
Promote turnout from young voters by sending birthday card to all 18 year olds		Continuous	Continuous	Continuous	Laura Lock
To increase the availability of private rooms in the reception area		July 2009	-	-	Laura Lock
Service Objective: To enable Service First to set and achieve improved standards of customer service					
Support the Service First Team to improve customer service standards throughout the Council	SX18 – % Satisfaction with complaint handling	37	40	43	Customer Service Co-ordinator

	% implementation of projects in Customer Services Strategy	90	90	90	Customer Service Co-ordinator
	NI 14 – Avoidable contact: The average number, of customer contacts per received customer request	Baseline to be set based on pilot weeks in February 09	Targets to be developed based on baseline	Targets to be developed based on baseline	Customer Service Co-ordinator
	Performance on customer service standards – PI/s to be developed through Service First	Set PIs following review of standards	-	-	Customer Service Co-ordinator

IMPROVEMENT PLAN

Relevant Council Aim/s:

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

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

Relevant Council Approach/es:

(Ai) Listening to and engaging with our local community

(Aiv) Achieving improved customer satisfaction with our services

(Av) Ensuring that the council demonstrates value for money in the way that it works

(Civ) Working with local residents to promote community cohesion and addressing the needs of the most vulnerable in the community

Service Objective:

Support the definition and achievement of the councils strategic objectives through policy planning, corporate consultation and performance management

Improvement or Change Objective	Actions	Supporting Information	Completion by Month	Responsible Officer
Work with and/or support Members in the continuing development of Council aims, approaches and actions over the next three years.	<ol style="list-style-type: none"> 1. Support the Cabinet, as required, to develop Council Actions for 2010/11 onwards and more outcome measures 2. Ensure Council Aims, Approaches and Actions are reflected in service plans, committee reports; other Council plans and strategies; and are communicated. 	<p>Additional Resources Required: None</p> <p>Outputs: Clear aims for the Council and delivery through the inclusion in service plans.</p> <p>Outcomes: Clearer objectives and outcomes delivered for local people</p> <p>Risks: None significant</p> <p>Other services affected: All services</p>	June 2009	Paul Swift

IMPROVEMENT PLAN				
Prepare, gain agreement to and publish Corporate Strategy	<ol style="list-style-type: none"> 1. Draft plan on basis of service plans (Jan-Feb 09) 2. Seek contributions from other services (Jan-Feb 09) 3. Seek approvals (March – April 09) 4. Include in Corvu (May 09) 	<p>Additional Resources Required: None</p> <p>Outputs: Corporate Strategy</p> <p>Risks: None significant</p> <p>Other services affected: All services</p>	May 2009	Paul Swift/
Work to develop corporate consultation and customer satisfaction surveys to support the policy making and service planning processes.	<ol style="list-style-type: none"> 1. Carry out Place Survey, if LAA decides to repeat on annual basis. 2. Carry out relevant Council Actions (A1 and A5) 3. Implement relevant aspects of Community Engagement Strategy. 4. Continue to support the framework consultation contract. 5. Agree and implement means of consultation on the budget 6. Ensure appropriate communication and use of the resulting data. 	<p>Additional Resources Required: Covered by Council Actions; need Place Survey to be precautionary item (£8,000). Assumes no resource implications from consultation on budget. Assumes no further resource implications of implementing Community Engagement Strategy.</p> <p>Outputs: Improved information about satisfaction with services and quality of life for input into service planning/service improvement; Service First; and</p> <p>Outcomes:</p> <p>Risks:</p> <p>Other services affected: all</p>	March 2010	Paul Swift/ Policy and Projects Officer

IMPROVEMENT PLAN				
<p>Develop the use of Corvu as the performance management system for the Council.</p>	<ol style="list-style-type: none"> 1. Work with managers and other users to produce performance management portal – giving suite of performance reports (May 2009) 2. Work with managers, service teams and Members to provide them with the Corvu reports that meet their needs (up to Sept 09) 3. Put service plans onto Corvu in a way that enables the plans to be effectively monitored (May 09) 4. Introduce means to enable service plans to be monitored and progress reported at corporate level (June 09) 5. Develop the use of Corvu to link performance objectives with Council priorities (March 09) 6. Support the implementation of CorRisk (May 09) 7. Develop public reports for web site (Dec 09) 	<p>Additional Resources Required: Resources to meet costs of commissioning CorVu to produce portal (up to £20,000) Outputs: As specified in actions Outcomes: Widespread use of Corvu by officers and members to improve performance Risks: Delay and non-use by services and members Other services affected: all</p>	<p>March 2010</p>	<p>Ian Salter</p>
<p>Work with partners and services to ensure that relevant LAA targets are established for SCDC and CorVu is used to monitor and manage performance</p>	<ol style="list-style-type: none"> 1. Ensure appropriate LAA targets are included in service plans (Mar 09) 2. Report performance on LAA targets to LAA Officer Group and include in quarterly monitoring reports (from June 09) 	<p>Additional Resources Required: None Outputs: Achievement of LAA targets Outcomes: Improved services; improved chance of LAA reward grant; and impact on CAA Risks: None significant Other services affected: those with LAA targets</p>	<p>As set out under actions</p>	<p>Ian Salter/ Gemma Barron</p>

IMPROVEMENT PLAN				
Seek approval to and establish a performance management officer group	<ol style="list-style-type: none"> 1. Report to EMT on composition and purpose of group (Mar 2009) 2. Establish Group (April 2009) 	<p>Additional Resources Required: None</p> <p>Outputs: Regular meetings; good participation in performance management issues.</p> <p>Outcomes: Improved buy-in and understanding of performance management.</p> <p>Risks: Lack of buy-in and support</p> <p>Other services affected: all</p>	April 2009	Paul Swift
Review and develop the Health Card	<ol style="list-style-type: none"> 1. Review Health Card proposals (and how it will be used) and implementation plan through reports to performance management group 2. Implement on phased basis 	<p>Additional Resources Required: None</p> <p>Outputs: Health Card in operation (on phased basis); and use by senior management to identify and address performance related issues.</p> <p>Outcomes: Improved performance management.</p> <p>Risks: Need to avoid complexity and resource demands; ensure that benefits outweigh input.</p> <p>Other services affected: all in developing and contributing data to health card</p>	March 2010 (at least partly in operation)	Ian Salter
Prepare and seek agreement to a performance management strategy and policy for the Council which supports the Council's values	<ol style="list-style-type: none"> 1. Working with the performance management group develop a performance management strategy setting out the Council's performance management aims; culture; accountabilities; processes; action plan; and corporate support needs. 	<p>Additional Resources Required: None to develop</p> <p>Outputs: A strategy to improve performance management in the Council.</p> <p>Outcomes: Improved performance management and delivery of services</p> <p>Risks: None</p> <p>Other services affected: all</p>	March 2010	Ian Salter/ Paul Swift

IMPROVEMENT PLAN

<p>Investigate and establish ways of establishing and maintaining visible performance management messages/ notice boards within Council offices and ways to communicate and reward good performance.</p>	<p>Link with previous action (performance management strategy)</p> <p>Working with the performance management group draw up proposals.</p>	<p>Additional Resources Required: May be limited expenditure (say up to £2,000) for signs etc – but cannot say for sure at this stage.</p> <p>Outputs: Signs around the building showing current performance and successes. Communication through various means on performance management successes – perhaps regular awards.</p> <p>Outcomes: improved performance management and services.</p> <p>Other services affected: all</p>	<p>March 2010</p>	<p>Ian Salter</p>
<p>Improve customer service through the measurement and programmes to reduce avoidable customer contact</p>	<ol style="list-style-type: none"> 1. Establish and run pilots (Feb 09) 2. Use results of pilots to identify services and sampling for 2009/10 (April 09) 3. Establish schemes for recording NI14 for 2009/10 4. Include figures in quarterly monitoring and appropriate Corvu reports. 	<p>Additional Resources Required: NI14 Project Officer sought but not approved. Will seek to meet other costs from Service First budget.</p> <p>Outputs: figures for avoidable contact for reporting on NI14</p> <p>Outcomes: Fewer avoidable contacts; higher customer satisfaction; more efficient services.</p> <p>Risks:</p> <p>Other services affected: Relevant services around the council will have to record NI14 information</p>	<p>See Actions</p>	<p>Paul Swift/ Paul Knight</p>

IMPROVEMENT PLAN

Support Service First to improve customer service

1. Carry out a self assessment against the Customer Service Excellence Standard
2. Develop an action plan to work towards achievement of the CSE standard
3. Review Customer Service Strategy and service standards
4. Continue to improve complaints system – including means of learning from complaints and annual report.
5. Support implementation of Customer service training
6. Subject to Service First agreement, improve communication of customer service - for example through publicity to good examples of customer service; customer service awards etc.
7. Support customer service/Service First projects – eg National Customer service week
8. Carry out Council Actions (A1 and A5)

Additional Resources Required: None. Use of Service First budget
Outputs: various
Outcomes: improved customer satisfaction; improved satisfaction with complaints; improved achievement of customer service standards etc.
Risks:
Other services affected: all

March 2010

Customer Service Project Officer

IMPROVEMENT PLAN				
Support the Values Project Team in the identification and embedding of Council Values	Support the values project team in establishing a project plan.	<p>Additional Resources Required: Potential consultancy costs; and other limited costs (can find from Improvement budget)</p> <p>Outputs: Agreed values which command support from Members and officers; programme of action to embed values.</p> <p>Outcomes: various and numerous benefits in terms of staff motivation; improved ways of doing business; improved service delivery.</p> <p>Risks: that will not achieve values which command general support; failure to embed.</p> <p>Other services affected: all</p>	March 2010	Paul Swift/ Lauren Gilman
Continue to develop and improve the scrutiny function	<ol style="list-style-type: none"> 1. Continue training and development of scrutiny members 2. Carry out structured programme to identify scrutiny topics and task and finish groups for 2009/10 3. Implement scrutiny role in Councillor Call for Action 	<p>Additional Resources Required: None.</p> <p>Outputs: Clear scrutiny programme</p> <p>Outcomes: Improved performance on scrutiny PIs</p> <p>Risks: Member issues.</p> <p>Other services affected: those affected by scrutiny projects</p>	March 2010	Jackie Sayers

IMPROVEMENT PLAN				
Improve services through carrying out a programme of service reviews	<ol style="list-style-type: none"> 1. Carry out a programme of service reviews (including completion of ICT and HR) 2. Develop programme for future reviews. 3. Investigate, develop and provide training on improved tools and techniques to enable managers to assess and manage their services. 	<p>Additional Resources Required: None to carry out reviews; unknown requirements to implement; potentially savings and efficiencies identified.</p> <p>Outputs: Agreed reviews and action plans</p> <p>Outcomes: Improved services and efficiencies.</p> <p>Risks: insufficient resources to implement review recommendations</p> <p>Other services affected: those subject to review</p>	March 2010	Steve Sparkes
Promote equality and diversity, targeting resources to those in greatest need				
Achieve compliance with equalities legislative framework	Following stock-take report and action plan from consultant carry out necessary implementation plan for the development of the gender equality scheme and review of the race and disability schemes.	<p>Additional Resources Required: potential costs in further work commissioned from consultant; potential future costs in implementing the schemes.</p> <p>Outputs: Required equality schemes</p> <p>Outcomes: Legal Compliance and improved equality outcomes.</p> <p>Risks: Risk of challenge before compliance achieved.</p> <p>Other services affected: all services will be affected through the need to deliver services in compliance with the schemes.</p>	March 2010, but individual target dates in Equalities Action Plan	Paul Swift/ E&D Officer

IMPROVEMENT PLAN				
Draw up and implement a programme of EQIAs	<ol style="list-style-type: none"> 1. Appointment of officer on one-year contract to support EQIAs 2. Provide additional capacity for EQIAs through training staff. 3. Support programme of EQIAs. 4. Develop arrangements for consultation support for EQIAs 5. Develop and circulate standard Council monitoring form 	<p>Additional Resources Required: Equalities Impact Assistant</p> <p>Outputs: Completed EQIAs</p> <p>Outcomes: improved equalities outcomes; reach level 2 of equalities standard</p> <p>Risks: services cannot allocated capacity to carry out assessments.</p> <p>Other services affected: all</p>	March 2010	Paul Swift/ E&D Officer
Achieve Level 2 of Equality Standard	<ol style="list-style-type: none"> 1. Finalise and publish the Comprehensive Equalities Policy – include actions in service plans 2. Further work to improve understanding of equality profile of the district. 3. Working with partners, establish the Equality Consultative Forum or equivalent 4. Review plans to move to Level 3 of standard 	<p>Additional Resources Required: none</p> <p>Outputs: various</p> <p>Outcomes:</p> <p>Risks: Slippage</p> <p>Other services affected: all</p>	June 2009	Paul Swift/ E&D Officer
Improve Council capacity and structures for equalities	<ol style="list-style-type: none"> 1. Based on consultants report on equalities position, develop appropriate officer and Member groups to support equalities 2. Help draw up and support equalities communication strategy. 3. Continue appropriate equalities training 	<p>Additional Resources Required: probably none</p> <p>Outputs: various</p> <p>Outcomes: improved understanding and capacity for equality and diversity within the Council</p> <p>Risks: Slippage</p> <p>Other services affected: all</p>	March 2010	Paul Swift/ E&D Officer

IMPROVEMENT PLAN				
Relevant Corporate Objectives and Service Priorities: All				
Service Objective: All				
Improvement Objective	Actions	Supporting Information	Completion by Month	Responsible Officer
Explore potential efficiencies through shared services.	Liaise with LAA partners on potential for shared services in printing, magazine distribution and content and web services			Georgina Hayward
Achieve consistent communications through closer working of corporate communications, website and graphics	Liaise with service managers about improved processes for sharing information between corporate communications, website and graphics			Georgina Hayward
Develop communications styles that are open, inclusive, honest, positive and in Plain English.	Carry out a stakeholder satisfaction survey about SCDC communications to check that they are open, inclusive, honest, positive and in Plain English.	Additional resources required: approx £6,000 funding		Georgina Hayward
Residents and partners recognise and value the services delivered by Council.	Exploit opportunities offered by social media through reviewing existing mechanisms, and developing and implementing an e-communications strategy.	See Communications Strategy & Action Plan. Additional resources required: TBA (Communications team / IT / content management system provider / consultation contractors)	2010/2011	Georgina Hayward

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Policy, Improvement and Communications Portfolio Holder's Forward Plan

Timetable	Area	Agenda Item	Decision Path	Responsible Officer
April 2009	Policy	Corporate Plan 2009-2010	Portfolio holder (outside meeting) Cabinet Council	Paul Swift – Policy & Performance Manager
Timetable to be advised pending outcome of the policy and performance service	Policy	Scoping of review of Council policies and procedures	SMT Leaders' Portfolio meeting Cabinet	Denise Lewis – Corporate Manager, Community & Customer Services
Timetable to be advised pending outcome of the policy and performance service	Policy	Investigation of available enabling powers not currently being exercised by the Council ('Horizon Scanning')	SMT Leaders' Portfolio meeting Cabinet	Denise Lewis – Corporate Manager, Community & Customer Services
July 2009	Improvement	Portfolio Holder job descriptions, to support and inform the generic role responsibility set out in the Constitution	Portfolio holder Cabinet	Richard May – Democratic Services Manager
March to May 2009	Improvement	Comprehensive Area Assessment: Receipt and consideration of government guidance	EMT Portfolio holder Cabinet	Paul Swift – Policy & Performance Manager
May 2009	Improvement	Revised ICT Strategy	Portfolio holder	Steve Rayment – Head of ICT
May 2009	Communications	Updated Communications Strategy	Portfolio holder	Georgina Hayward – Communications Manager
May 2009	Communications	Progress on action plan approved at the meeting	Portfolio holder	Richard May – Democratic Services Manager

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