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29 March 2010

To: The Leader – Councillor Ray Manning  
Deputy Leader – Councillor Simon Edwards  
Members of the Cabinet – Councillors David Bard, Tom Bygott, Sue Ellington,  
Mark Howell, Tim Wotherspoon and Nick Wright  
Quorum: 4 plus the Leader or Deputy Leader

Dear Councillor

You are invited to attend the next meeting of **CABINET**, which will be held in the **SWANSLEY ROOM, GROUND FLOOR** at South Cambridgeshire Hall on **THURSDAY, 8 APRIL 2010** at **7.00 p.m.**

Yours faithfully  
**GJ HARLOCK**  
Chief Executive

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

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## AGENDA

## PAGES

### PROCEDURAL ITEMS

- 1. Apologies for Absence**  
An apology for absence has been received from Cllr Tim Wotherspoon.
- 2. Minutes of Previous Meeting** 1 - 8  
To authorise the Leader to sign the Minutes of the meeting held on 11 February 2010 as a correct record.
- 3. Declarations of Interest**
- 4. Leader's Announcements**

- 5. Public Questions**

### RECOMMENDATIONS TO COUNCIL

- 6. Corporate Plan 2010/11** 9 - 46
- 7. Fringe Sites Joint Development Control Committee - Review of Site Boundaries** 47 - 82

## **OPERATIONAL ITEMS**

- |           |  |                 |
|-----------|--|-----------------|
| <b>8.</b> | <b>Local Area Agreement (LAA) Annual Refresh 2010-11</b>   | <b>83 - 94</b>  |
| <b>9.</b> | <b>Addressing the Economic Downturn - Year-End Report</b><br>Appendix 1 is included in the agenda papers. Appendices 2 and 3 which relate to the competition guidelines and application form are available as part of the agenda pack on the Council's website, <a href="http://www.scambs.gov.uk">www.scambs.gov.uk</a> | <b>95 - 104</b> |

## **STANDING ITEMS**

- |            |   |                  |
|------------|---|------------------|
| <b>10.</b> | <b>Issues arising from the Scrutiny and Overview Committee</b>  |                  |
| <b>11.</b> | <b>Report of the Finance Task and Finish group of the Scrutiny and Overview Committee</b>   | <b>105 - 110</b> |
| <b>12.</b> | <b>Children's and Young People's Task and Finish Group of the Scrutiny and Overview Committee</b>   | <b>111 - 124</b> |
| <b>13.</b> | <b>Updates from Cabinet Members Appointed to Outside Bodies</b>   | <b>125 - 128</b> |
|            | (a) Report by Cllr Bridget Smith on the meeting of the Children and Young People's Partnership / Children's Trust held on 22 October 2009             |                  |
|            | (b) Report by Cllr Bridget Smith on the meeting of the Children and Young People's Area Partnership (City and South Cambs) meeting held in March 2010 |                  |
| <b>14.</b> | <b>Reports from Cabinet Members attending Parish Council meetings</b>   |                  |
| <b>15.</b> | <b>Reports from Member Champions</b>  |                  |

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

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### **Security**

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

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

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### **Toilets**

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### **Disturbance by Public**

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

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

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**SOUTH CAMBRIDGESHIRE DISTRICT COUNCIL**

Minutes of a meeting of the Cabinet held on  
Thursday, 11 February 2010

**PRESENT:** Councillor Ray Manning (Leader of the Council)  
Councillor Simon Edwards (Deputy Leader of the Council, Finance and Staffing Portfolio Holder)

<b>Councillors:</b>	David Bard	New Communities Portfolio Holder
	Tom Bygott	Policy and Performance Portfolio Holder
	Sue Ellington	Environmental Services Portfolio Holder
	Mark Howell	Housing Portfolio Holder
	Tim Wotherspoon	Northstowe Portfolio Holder
	Nick Wright	Planning Portfolio Holder

Officers in attendance for all or part of the meeting:

Holly Adams	Democratic Services Officer
Alex Colyer	Executive Director, Corporate Services
Steve Hampson	Executive Director, Operational Services
Greg Harlock	Chief Executive
Stephen Hills	Corporate Manager, Affordable Homes

Councillors John Batchelor, Nigel Cathcart, Roger Hall, Sebastian Kindersley, Mike Mason, Cicely Murfitt, Richard Summerfield and Bunty Waters were in attendance, by invitation.

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**Procedural Items**

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**70. MINUTES OF PREVIOUS MEETING**

The Leader was authorised to sign the minutes of the 14 January 2010 meeting as a correct record.

**71. DECLARATIONS OF INTEREST**

Councillor MP Howell declared a personal, non-prejudicial interest in minute 76 (Gypsy and Traveller Community Strategy) as a number of Gypsy and Travellers who were his associates through his membership of a body directed to charitable purposes.

**72. PUBLIC QUESTIONS**

None received.

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**Recommendations to  
Council**

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**73. CAPITAL & REVENUE ESTIMATES, COUNCIL TAX, PRUDENTIAL INDICATORS AND REVIEW OF MEDIUM TERM FINANCIAL STRATEGY 2010/11 INCLUDING SAVINGS PROPOSAL UPDATE**

The Finance and Staffing Portfolio Holder presented the report and circulated a

simplified version of the Medium Term Financial Strategy (MTFS) to illustrate the impact of the savings proposals on the budget. He highlighted that:

- the 2010/11 Council Tax demand had been lowered from 4.5% to just under 3% to keep within the possible capping criteria, which would not be finalised by the government until after all authorities had set their budgets. This would result in a Band D Council Tax of £115.46, which was only a small proportion of the approximately £1,400 total bill per household once the County, Police, Fire and parish elements were added;
- all but £158,000 of the proposed £2.2 million savings for 2010/11 had been identified;
- if Uttlesford District Council agreed to South Cambridgeshire District Council's terms for proceeding with the shared service for delivery of revenues and benefits services, there would be a likely increase to the savings and consequent adjustments to the figures;
- the MTFS assumed a 0% pay award for 2010/11, subject to agreement with the unions, and a 2.5% inflationary increase generally on non-pay items;
- there could be no relaxation in coming years on the pressure to find efficiencies and savings as the Council was still drawing from its balances; and
- a new strategy would be adopted to run down to zero the balance of capital receipts from 2009/10 to 2011/12 to fund Housing Revenue Account (HRA) and General Fund (GF) capital expenditure. From 2011/12 onwards, HRA capital expenditure would be financed primarily from the Major Repairs Allowance and GF capital expenditure from the Housing and Planning Delivery Grant and from the balance of HRA capital receipts after pooling. This would continue to enable financing of, for example, village sports facilities.

In response to the concerns raised by the Scrutiny and Overview Committee at its 4 February 2010 meeting, the relevant Portfolio Holders explained that:

- there had not been ready agreement by the Finance and Staffing Portfolio Holder that the New Communities restructuring would result in a drop in service levels. Most of the cuts were due to the recession, but when the rate of major development work improved, external funding, such as section 106 agreements and government programmes, would be sought to increase the establishment, as well as further collaborative working in the manner of the existing Urban Design Team. The Arts and Sports Capital Programme had been retained;
- the Policy and Performance Portfolio Holder was confident that the Information and Communications Technology Capital Programme, which he had agreed on 8 February, was thorough and well-developed, with inclusion of a £50,000 precautionary item in case of any unforeseen circumstances, and had the support of the Head of ICT and his team; and
- full details of where savings had been identified were given in Appendix C to the Cabinet papers.

Two revisions had been made to Appendix C: removing the £20,000 savings to be made from the Community Wardens Grants budget and adding a further £20,000 spend from the General Fund into the Grounds Maintenance budget. It was clarified that the Community Wardens Grants were funded by the General Fund, and were distinct from Sheltered Housing Warden Schemes, which were funded by the Housing Revenue Account. Members were advised that these amendments required that an additional £40,000 savings be found elsewhere.

The Chief Executive stated that the government's own consultant, having considered the Council's financial strategy two years earlier, had issued a favourable report and advised the authority to focus on the next three years as a reasonable time period. The Council had opted for a more ambitious approach, with a five-year Medium Term Financial

Strategy, one of the first authorities in the country to do so, and the current strategy projected £6 million in balances after the next three years.

Cabinet **RECOMMENDED TO COUNCIL:**

- (a) that the capital programme (Appendix A) and the associated funding (paragraph 15) up to the year ending 31 March 2015 be approved as submitted;
- (b) that the revised revenue estimates for the year 2009/10 and the revenue estimates for 2010/11 be approved as submitted in the General Fund summary (Appendix B);
- (c) that the Medium Term Financial Strategy (Appendix D) be approved based on the assumptions set out in the report to Cabinet;
- (d) that the District Council demand for general expenses for 2010/11 be £6,827,780;
- (e) that the Council sets the amount of Council Tax for each of the relevant categories of dwelling in accordance with Section 30(2) of the Local Government Finance Act 1992 on the basis of a District Council Tax for general expenses on a Band D property of £115.46 plus the relevant amounts required by the precepts of Parish Councils, Cambridgeshire County Council and the Cambridgeshire Police and Fire Authorities, details of those precepts and their effect to be circulated with the formal resolution required at the Council meeting; and
- (f) that the prudential indicators in Appendix F be approved.

Cabinet **NOTED** the update on the savings proposals (Appendix C as amended) and **APPROVED** the list of precautionary items (Appendix E) to be used under delegated powers already given to the Finance and Staffing Portfolio Holder and the Chief Financial Officer.

**74. HOUSING RENTS AND SERVICE CHARGES AND HOUSING REVENUE ACCOUNT (HRA) BUDGET 2010/11**

The Housing Portfolio Holder highlighted the changes made to the report since notification from the Department for Communities and Local Government (CLG) that the amount of negative housing subsidy to be transferred from the authority to the government, estimated to be £12,000,000, had been finalised at £11,677,000, as a result of which, an additional £323,000 of tenants' money would remain in the district for their benefit.

It was proposed that the additional £323,000 available to the Housing Revenue Account (HRA) for 2010-11 would be used to fund an additional £20,000 in the grounds maintenance budget and a £300,000 revenue contribution to capital outlay to support the disabled adaptation budget, providing adaptations for approximately sixty further households. It was clarified that this budget was for adaptations for Council properties and sheltered housing schemes only, and that a separate budget in the Environmental Services Portfolio existed for disabled adaptations to all other categories of housing. The revised HRA budget would allow the Council to continue its existing scheme-based Sheltered Housing service unchanged, subject to the Supporting People funding regime being maintained.

It was emphasised that this £323,000 was a one-off 'windfall' and similar reductions in the negative subsidy could not be guaranteed in future years. The Housing Portfolio Holder confirmed that the figures for the forthcoming equalisation of housing debts amongst all local authorities would be published on Friday 12 February 2010 and would be the subject of a report at a future Housing Portfolio Holder's meeting, to which all members were encouraged to attend.

Cabinet **RECOMMENDED TO COUNCIL** that:

- (a) from the first rent week in April 2010, rents for existing tenants are increased by an average of 2.7% based on a deflationary adjustment of -0.9%, with a maximum variation of £2.75 towards the phasing in of rent restructuring;
- (b) subject to written confirmation from the Department of Communities and Local Government that there will be no adverse impact on the negative housing subsidy, from the first rent week in April 2010, properties are let to new tenants at the target rent level;
- (c) new lifeline alarm users are charged £18 from 1 April 2010 for the installation of lifeline alarms;
- (d) tenants living in flats with communal areas and with door entry systems be charged £2 a week from 1 April 2010 towards the cost of these communal areas;
- (e) tenants living in flats with communal areas where there is no door entry system be charged £1 a week from 1 April 2010 towards the cost of the communal areas;
- (f) charges for other services and facilities are increased as follows from 1 April 2010:

Service or Facility	Current Charge	Proposed Charge	Increase / Decrease	
	per week	per week	%	£
	£	£		
<b>Charges for Flats with Communal Areas</b>				
Blocks with a Door Entry System	-	2.00	N/A	N/A
Other Blocks	-	1.00	N/A	N/A
<b>Sheltered Housing Charges</b>				
Tenants				
- support element	14.99	15.14	1.0	0.15
- communal facilities	6.93	7.14	3.1	0.21
Equity Shareholders				
<b>Maximum Charge (exclusive of capital works)</b>				
- schemes with communal facilities	27.77	30.32	9.1	2.55
- schemes without communal facilities	19.54	20.53	5.1	0.99
<b>Alarm System Service Charges**</b>				
Individual Alarms				

- Those not in receipt of benefit				
- where the Council supplies the alarm	3.83	3.98	2.6	0.10
- where the user supplies the alarm	3.09	3.22	2.5	0.08
- Those in receipt of benefit				
- where the Council supplies the alarm	3.49	3.98	12.4	0.44
- where the user supplies the alarm	2.75	3.22	15.0	0.42
Group Alarms	3.48	3.51	0.9	0.03
** plus VAT where appropriate				
<b>Garage Rents</b>				
Garages rented to a Council tenant or leaseholder	7.00	7.22	3.1	0.22
N.B. In excess of two garages will be subject to VAT				
Other Garages (subject to VAT)	9.67	9.97	3.1	0.30

- (g) the grounds maintenance budget be funded by an additional £20,000, with an equivalent amount to be met from the General Fund;
- (h) a £300,000 revenue contribution be funded to capital outlay to provide increased support to the disabled adaptation budget; and
- (i) the HRA budget as summarised in the revised Appendix A be approved.

**Cabinet AGREED**

- (j) not to proceed with the changes to the Sheltered Housing service; and
- (k) that the scheme-based sheltered housing service continue, subject to the Supporting People funding regime being maintained.

**75. COMMUNITY SAFETY 3-YEAR ROLLING PLAN 2008-2011: REFRESH**

The refreshed Community Safety Rolling Plan, already agreed by the Crime and Disorder Reduction Partnership Board at its 1 February 2010 meeting, contained three priorities:

- reducing serious acquisitive crime, including burglary and vehicle crime;

- reducing re-offending; and
- reducing domestic violence.

The Leader commended the refreshed plan and Cabinet **RECOMMENDED TO COUNCIL** adoption of the refreshed Crime & Disorder Reduction Partnership Rolling Plan 2008-11.

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### Decisions made by Cabinet

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#### 76. **GYPSY AND TRAVELLER COMMUNITY STRATEGY**

The Housing Portfolio Holder commended the Community Strategy, which had received widespread consultation. The strategy included an action plan for improving relations and frequency of contact with the Gypsy and Traveller community, taking into account how the community preferred to interact with the authority. The Housing Portfolio Holder confirmed that the Council-wide cross-party support for the Strategy would be reflected in any press release.

Cabinet **AGREED** to adopt the final draft of the Gypsy and Traveller Community Strategy, as amended and endorsed by the Housing Portfolio Holder on 20 January 2010.

#### 77. **COMMUNITY TRANSPORT STRATEGY 2010-2012**

The Council's 2009-10 corporate plan included a commitment to work with other organisations to develop a Community Transport Plan for the district by 2010. The strategy had been co-ordinated with County Council officers preparing the Local Transport Plan 3, and was a working document. An in-depth presentation had been made to the South Cambridgeshire Local Strategic Partnership, which endorsed the strategy.

Cabinet **AGREED** to adopt the Community Transport Strategy 2010-2012.

#### 78. **SHARED SERVICE FOR DELIVERY OF THE REVENUES AND BENEFITS SERVICE**

The Finance and Staffing Portfolio Holder introduced the revised report which was broadly the same as that considered by Cabinet in January 2010, other than the addition of two specific terms to which Uttlesford District Council (UDC) would be requested to agree before the shared service arrangements would be progressed. The terms had been added to address member concerns raised at the Scrutiny and Overview Committee meeting in December 2009 and at the January 2010 Cabinet meeting and reflected the greater risk to South Cambridgeshire District Council as provider of the information technology and office accommodation, the outlay for which could be greater than the proposed savings if not for the additional terms. Cabinet members emphasised that the revised terms sought to obtain the best possible outcome for the residents of South Cambridgeshire and to ensure that the savings generated surpassed the investment required without any drop in the existing service levels.

The Finance and Staffing Portfolio Holder apologised for the confusion which arose after the item was withdrawn by Council at its 28 January 2010 meeting due to the on-going negotiations with UDC. He added that he had invited input from the Scrutiny and Overview Committee in advance of any decision by the Cabinet and hoped that the

proposals, which would benefit all residents of South Cambridgeshire through the on-going savings generated, were something which all members would support. The Executive Director (Corporate Services) clarified that the business case had been published and was available to Scrutiny and Overview Committee members before their meeting, and asked that members who had difficulty accessing the electronic link advise officers of the situation with sufficient time before the start of a meeting to allow hard copies to be produced.

The Executive Director (Corporate Services) was commended by Cabinet for his work on the project.

Cabinet **AGREED** that Uttlesford District Council (UDC) be requested to guarantee that the first £350,000 of any savings secured through the shared service proposal be earmarked for South Cambridgeshire District Council (SCDC) in line with the exemplification that the corollary of such an arrangement would provide UDC with the subsequent £175,000 savings with any balance being apportioned in line with the partnership agreement on a 2/3, 1/3 split in favour of SCDC.

Cabinet **AGREED** that, subject to the above guarantee being given by Uttlesford District Council, **TO RECOMMEND TO COUNCIL** that South Cambridgeshire District Council:

- (a) enter into partnership with Uttlesford District Council to develop a Revenues and Benefits shared service for the two Councils;
- (b) approve the procurement of a contractor for the change management aspects of the project; and
- (c) approve the procurement of a supplier for a common software platform.

#### 79. **JOINT LOCAL STRATEGIC PARTNERSHIP FOR SOUTH CAMBS AND CAMBRIDGE CITY**

The Leader introduced the proposal to merge the South Cambridgeshire and Cambridge City Local Strategic Partnerships, negotiations for which had been underway for the past two years. The City had agreed that half an hour would be reserved before all joint meetings for presentation of parish plans, and it was clarified that chairmanship would alternate between the two authorities. Membership of the joint partnership had not yet been agreed and would be considered by the two Local Strategic Partnerships. It was hoped that this would be an equal partnership, and the new arrangements would be reviewed after one year with an option of returning to two separate bodies if necessary.

Cabinet **AGREED** to merge the South Cambridgeshire and Cambridge City Local Strategic Partnerships and to support the following principles of a joint Local Strategic Partnership:

- (a) The size of a combined LSP Board will need to be manageable and membership and voting arrangements made clear;
- (b) Agendas should be balanced between issues that are relevant for each local authority area;
- (c) A common performance management system for assessing progress towards the LAA targets and the monitoring of Reward Grant projects should be put in place;
- (d) The LSPs should keep their separate Sustainable Community Strategies for now but look to develop a joint strategy when these come to an end (March 2011);
- (e) Local thematic groups that are relevant to the strategies and their action plans should be retained for the life of the strategies;
- (f) Local partnerships should have clear reporting arrangements to the new Board; and
- (g) The new Board will be subject to scrutiny by each local authority's overview and

scrutiny arrangement.

**80. ANNUAL AUDIT LETTER 2008/09**

The Audit Commission's Annual Audit Letter for the 2008/09 municipal year had been received by the Corporate Governance Committee on 9 February 2010, at which time two main points had been made:

- the new inspection regime had a greater focus on outcomes, and Cabinet was requested to review its methodology when setting the Council's Aims, Actions and Approaches to ensure that they were outcome-focused;
- broadly speaking, the score of 2 (adequate) was satisfactory and the Corporate Governance Committee would support the Cabinet if Cabinet felt that the investment necessary to reach a score of 3 was not the best use of resources.

The Finance and Staffing Portfolio Holder highlighted the generally positive remarks made by the Audit Commission, although concerns were raised at the variance of an additional £55,800 charged to the authority above the planned fee. Councillor JD Batchelor, Scrutiny and Overview Committee Chairman, queried how the auditors determined that scrutiny had improved without interviewing any members of the committee.

Cabinet **RECEIVED** the revised Annual Audit Letter 2008/09.

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**Standing Items**

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

Already discussed under the relevant items.

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

Nothing to report.

**83. REPORTS FROM CABINET MEMBERS ATTENDING PARISH COUNCIL MEETINGS**

The Leader and Environmental Services Portfolio Holder had attended a meeting of Wimpole Parish Council to discuss the recycling scheme. Their attendance had been well received and they indicated that they were very willing to visit other parish councils to discuss any issues of interest.

**84. REPORTS FROM MEMBER CHAMPIONS**

None present.

**85. DATE OF NEXT MEETING**

The 11 March 2010 Cabinet meeting was cancelled due to lack of scheduled business. The next Cabinet meeting would be on Thursday 8 April 2010.

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**The Meeting ended at 9.15 p.m.**

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**SOUTH CAMBRIDGESHIRE DISTRICT COUNCIL**

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<b>REPORT TO:</b>	Leader and Cabinet	8 April 2010
<b>AUTHOR/S:</b>	Chief Executive / Corporate Manager (Community and Customer Services)	

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**CORPORATE PLAN 2010-11****Purpose, background and overview**

1. The draft Corporate Plan for April 2010-March 2011 is **attached** for Cabinet's consideration, comment and recommended endorsement prior to submission to Council for adoption.
2. The plan represents the culmination of the service and budget-setting processes begun in Autumn 2009 with the in-principle agreement by Cabinet, subsequently confirmed, of strategic Aims, Approaches and Actions for the year, and continuing through the development and approval of draft and final service, operational and improvement plans by Portfolio Holders, and of revenue and capital estimates for 2010-11 by the Council.
3. This will not be a key decision within the Cabinet's remit set out in the Constitution; however, the plan requires a Cabinet recommendation to Council as it is deemed to form part of the Council's policy framework. This issue was first published in the January 2010 Forward Plan.
4. It should be noted that there remain a number of small gaps currently in the draft plan, primarily around performance information and achievements during 2009/10 for which final information is awaited. It is also envisaged that the plan will be further developed in terms of presentation, inserting photographs to minimise blank space etc, consequently Cabinet is asked to recommend to Council that authority is delegated to the Chief Executive to approve the final version for publication incorporating these, and any other minor amendments.
5. The Executive Summary, set out in the opening section of the draft plan, provides a useful overview of what the plan is and what it aims to achieve; for ease of reference, it is reproduced here:

'South Cambridgeshire District Council's Corporate Plan for 2010-11 sets out our achievements during the past year and key objectives for the year to come. The opening sections set out the local, regional and national context within which we operate, identifying us as one of the largest districts in England in terms of population, yet one of the least urbanised, as we strive to continue to provide quality services in spite of current and anticipated cuts in public sector spending and the challenges brought about by recession, growing demand for key services and internal restructuring.

The Plan goes on to set out our Vision and Corporate Aims, in each case identifying why we consider the aim to be important, what our approaches are, how far we have gone towards meeting the aim during 2009-10, and how much further we'll be going in 2010-11.'

### **Options**

6. Cabinet is invited to give its views on the draft plan, especially in terms of the extent to which it provides a clear and reasonably succinct position statement of where the Council is, what the organisation has done, what it intends to do and how it intends to do it. Cabinet may recommend the adoption of the plan to Council with or without amendments, or reject the plan as drafted. It is considered that the draft plan provides a sound overview of the Council's current position and future aspirations, therefore rejection of the plan is not recommended.

### **Implications**

7. There are no significant implications which have not already been considered during the budget and service planning processes which have already taken place.

### **Consultations**

8. The Council undertook a wide consultation with its residents and key Local Strategic Partnership in developing and agreeing strategic aims which complement the objectives of the Sustainable Community Strategy 2008-2011 and which, if achieved, will result in positive outcomes for the community. The plan has been submitted to the Council's Senior and Executive Management Teams for comment; their feedback has been incorporated into the version now presented to Cabinet.

### **Effect on Strategic Aims**

9. The draft plan is structured around the Council's Vision, Aims, Approaches and Actions, and is intended to provide a single central point of reference through which they can be communicated, monitored and reviewed.

### **Recommendation**

10. That Cabinet recommends to Council that the draft Corporate Plan, attached as an Appendix to this report, be adopted, subject to the Chief Executive being authorised to approve the final draft for publication incorporating the minor amendments referred to in paragraph 4 above.

**Background Papers:** the following background papers were used in the preparation of this report (all available from the Policy and Performance Manager using the contact details below):

- Corporate Plan 2009-2010.
- Service plans for 2010-2011.
- Sustainable Community Strategy 2008-2011.

**Contact Officer:** Richard May – Policy and Performance Manager  
Telephone: (01954) 713366  
[Richard.may@scambs.gov.uk](mailto:Richard.may@scambs.gov.uk)



# Corporate Plan 2010 - 2011

April 2010





# FOREWORD

Welcome to our Corporate Plan, which sets out South Cambridgeshire District Council's Vision, and Strategic Aims for April 2010 – March 2011, the principal actions which underpin our programme to achieve them and the social, economic and political context in which we operate.

Our Vision was agreed in 2009 to describe our long-term aspirations for service delivery:

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

Our five strategic aims, details of which are set out in the plan, along with the approaches providing a framework for achieving these aims, set out how we will deliver the Vision. In order to maintain a consistent approach, and to reflect the long-term nature of these goals, we have decided to retain the same Vision, Aims and Approaches for 2010-11.

During the past year, we've been working hard to carry out 32 key actions to deliver our strategic aims, and our plan sets out how we've performed against these indicators, as well as the successes we've achieved for the community in terms of services provided and an enhanced quality of life. For 2010/11, we've reduced the number of actions to 12, which we consider is a more realistic and achievable number given the severe resource constraints we are working under, constraints which themselves are explored in more detail in the sections of the plan providing the financial context.

We continue to operate in an extremely challenging financial environment, and have agreed a budget for 2010-11 and Medium Term Financial Strategy for the period to 2015 with substantial ongoing savings built in and limited new expenditure. It is to the great credit of staff that they have continued to provide excellent services in the light of reduced resources; we're sure that they'll continue to demonstrate our Values of trust, mutual respect, customer services and a commitment to service improvement in helping us to meet future challenges. With substantial and sustained public spending cuts anticipated nationally and local pressures created by an increasing population, the challenges will keep on coming. We're confident that, using the expertise of our staff and key partners, we can continue to meet these challenges, seeking to introduce different ways of working which maintain and enhance our service delivery.

We hope that staff, Councillors, residents, business and all other stakeholders will continue to provide the support and feedback we need to continue our development as a Council which is confident enough to celebrate its successes yet self-aware enough to acknowledge where further improvements are required.





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# 1. Executive Summary

South Cambridgeshire District Council's Corporate Plan for 2010-11 sets out our achievements during the past year and key objectives for the year to come. The opening sections set out the local, regional and national context within which we operate, identifying us one of the largest districts in England in terms of population, yet one of the least urbanised, as we strive to continue to provide quality services in spite of current and anticipated cuts in public sector spending and the challenges brought about by recession, growing demand for key services and internal restructuring.

The Plan goes on to set out our Vision and Corporate Aims, in each case identifying why we consider the aim to be important, what our approaches are, how far we have gone towards meeting the aim during 2009-10, and how much further we'll be going in 2010-11.

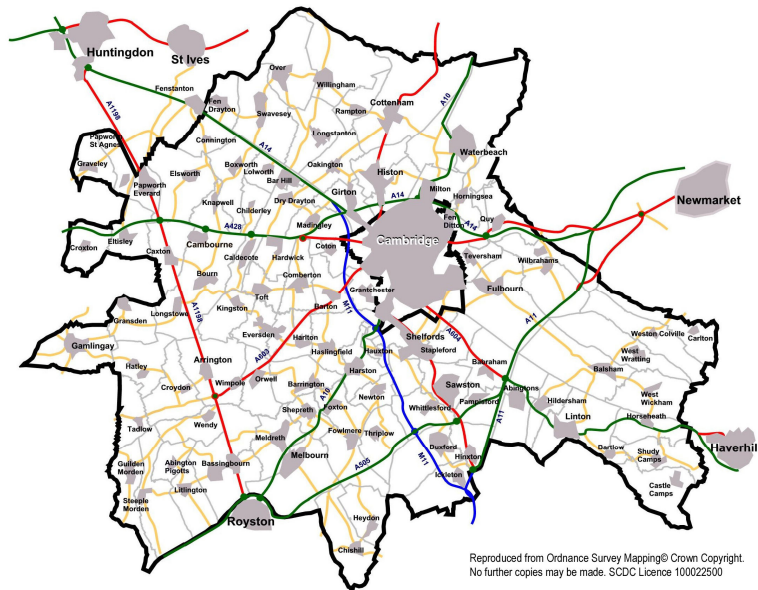


## 2. Who we are and what we do

### About the district

South Cambridgeshire District Council is large by district council standards with around 52,000 households and 139,300 citizens, living in a large, mainly rural area of 90,168 hectares. We are one of the largest district councils in England in terms of population, and the second largest in Cambridgeshire in terms of district and area. This is good because it means the Council has the capacity to identify changes and make them happen. Economies of scale also mean that services can be better over a wider range than for smaller Councils.

Our district contains over 100 villages but no towns (although the development of the new town of Northstowe will change this) and completely surrounds the City of Cambridge.



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### Did you know?

- We cut grass in 96 villages during the growing season each year.
- We provide XXX litter bins throughout the district
- We sweep XXX streets – that’s more than XXXkm
- We collect about XXX tonnes of rubbish from district streets every year. That’s XXX sacks of litter every day.
- We empty the equivalent of XX million bins every year and collect XX million bins/bags of recycling
- Last year we removed XXX abandoned vehicles from local streets and we collected XXX old fridges for safe disposal
- We deal with XXX fly tipping incidents each year
- We grant aid repairs to 25 historic buildings a year giving particular support to community groups and charities
- We work with volunteer Tree Wardens in 70 parishes and fund 2,300 metres of hedgerows as part of local planting schemes
- Tourism generates XX million each year for our area and supports XXX local jobs
- Almost 6,900 district households receive some form of financial Benefit from the council
- The Council processes over 24,000 benefit applications and amendments each year
- We receive over 2,000 planning applications every year
- We manage 5,570 Council homes
- We carry out XXX inspections of food premises each year
- We deal with XXX pest control cases each year



## Organisational structure and governance

The district council is known as a 'second tier' council, which means that it provides some services directly, whilst Cambridgeshire County Council provides others, including highway maintenance, education and social care.

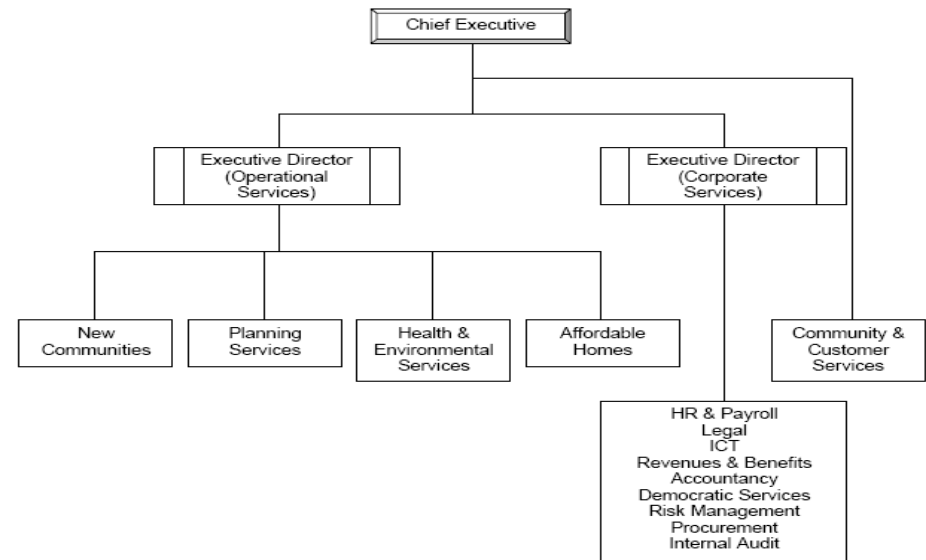
Our strategic direction is set by 57 elected Councillors, each elected to serve four-year terms of office. We have an executive Cabinet comprising the Leader of the Council and seven Portfolio Holders, to which responsibilities for our key direct and support services are allocated. As of April 2010 these are as follows;

- **Leader** - Partnerships Working (including: Local Strategic Partnership, Local Area Agreement, Community Safety)
- **Finance & Staffing** - Finance, Support Services (including Elections), Staffing
- **Environmental Services** - Environmental Health, Environmental Operations, Street Cleaning, Recycling, Licensing, Public Health, Private Sector Housing and Home Improvement Agency, Land Drainage
- **Housing** - Housing Strategy, Housing Advice and Options, Housing Landlord services
- **New Communities** - Development of New Communities, Planning Policy, Arts and Sports, Sustainability, Climate Change
- **Planning** - Development Control, Design and Conservation, Building Control, Economic Development, Transport initiatives (including Concessionary Fares), Procurement and Efficiency
- **Policy & Performance** - Policy Development, ICT
- **Northstowe** – Northstowe, Communications, Risk Management

The Council's officer structure is led by the Chief Executive and Senior Management Team of two directors, supported by an Executive Management Team consisting of five corporate

managers and the Heads of Human Resources and Legal and Democratic Services. The senior officer team helps to develop councillors' priorities; once they are agreed, resources are allocated accordingly to ensure that these priorities are delivered.

The Council's senior management structure is shown on the following diagram:

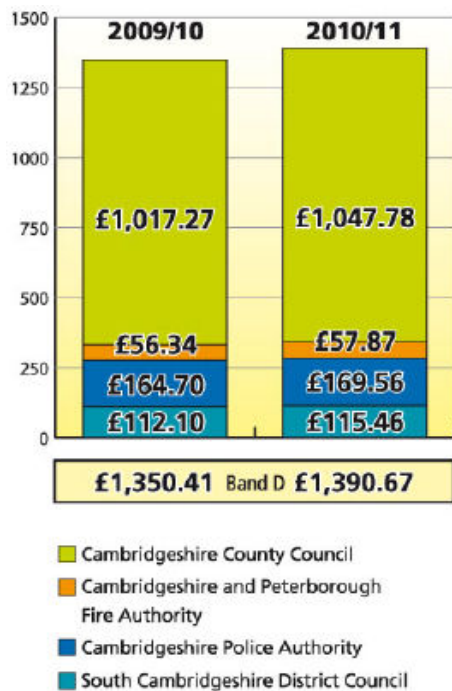


The Council has a Constitution, which sets out how we operate, how decisions are made and the procedures that are followed to ensure that these are efficient, transparent and accountable to local people. Developing and regularly reviewing our Constitution, to ensure that it remains fit for purpose, is a key aspect of our corporate governance. Of high significance also are our arrangements to identify, eliminate, manage and control risk effectively. We have a strategy in place, which seeks to do this in a proactive way in which risk management is integrated

into the Council's performance culture, and where we deal with risks in ways that maintain and enhance rather than damage our reputation. We have a corporate risk register in place which identifies the key strategic risks affecting the whole organisation, setting out the severity of the risk in terms of its likelihood of occurring and impact should it occur and including action plans to mitigate against particular risks where appropriate.

### Budget and Council Tax

Our services are paid for through a combination of government grant, income from fees and charges, use of our reserves and Council Tax. For 2010-11, the Council has set a Council Tax of £115.46 for a Band D property, which represents 8.3% of the total Band D Council Tax bill of £1,390.6.



Parish councils, which have set their own Council Tax, will increase this figure for residents for those parishes.

Our net General Fund (excluding the Housing Revenue Account – see below for details) budget for 2010-11 is £15.3 million, comprising gross spending of £52.3 million less income of £37 million. Of this £15.3 million, we will receive £7.8 million in government grant, use £0.7 million of reserves, leaving £6.8 million to be collected in Council Tax. Our expenditure will be distributed between services as follows:

Service	Gross expenditure £m	%
Corporate Services: Council Tax and Housing Benefit	29.05	52.5
Health and Environmental Services	8.06	15.4
Planning and New Communities	7.44	14.2
Corporate Services: Other	4.53	8.8
Housing General Fund	1.95	4.5
Community and Customer Services	1.28	2.5

The Council sets one of the lowest Council Tax levels for any district council in England; providing all our services costs the average tax payer just **£2.22** per week.

We have had to make significant reductions in our budget for next year due to inadequate central government grant, reduced interest on balances and increased employer pension contributions. The financial context information in section 3 provides further background on the financial challenges facing us; however for 2010-11 we have made the following savings:

- £500,000 from restructuring legal, democratic and accountancy services, a new structure in IT and reduced spending on training and professional subscriptions.

- Combining Planning and New Communities in a single service to achieve management savings;
- Restructuring the New Communities Service to save £421,000, including cuts in staffing and in project budgets for arts, economic development and tourism;
- £425,000 savings in planning and building control in light of reduced levels of house-building, efficiencies through new systems and producing fewer planning policy development plans.
- £170,000 reduction in housing expenditure;
- £340,000 savings in Health and Environmental Services, including increasing income and fees for a range of services and revising the refuse budget in light of the building slowdown;
- £142,000 savings in Community and Customer Services from deleting vacant posts and reductions in project budgets e.g. equalities and diversity, partnership initiatives.

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

The Housing Revenue Account is predominantly resourced by housing rents and charges for associated services such as garages. We receive around £20 million in income per year, which we use to repair and maintain our housing stock, support sheltered housing schemes and carry out grounds maintenance; however, most of this income, around £12 million, is paid to central government as 'negative subsidy' towards repayment of the national post-war council-house building debt. The HRA is under similar pressure to the General Fund budget in terms of its long-term viability, and the Council has agreed a substantial package of capital and revenue reductions, which are considered necessary to achieve balance, alongside strategic reviews of key services such as sheltered housing and repairs to ensure that we can continue to

provide high-quality services, but with much-reduced resources.

#### *Capital Programme*

The Council's capital programme covers expenditure on maintaining or acquiring new assets such as affordable housing, community facilities and equipment. The major portion of the programme is allocated towards the improvement of the housing stock; however, there are other significant items during 2010-11, for example £1.5 million for the new wheeled bin scheme. Total capital expenditure during 2010-11 is anticipated to be £7.6 million, a reduction from £10.5 million in 2009-10 due largely to a drop in right-to-buy housing receipts, compounded by a requirement for 75% of such receipts to be paid into a national pool. We will be reducing our capital programme significantly, to an estimate of £4.8 million in 2014/15, and will face more tough decisions on service continuity in light of this reduction as we move forward.

#### *Value For Money and Benchmarking*

The Council provides a wide range of services to a high standard which, given that our income and spending are lower than most councils (as recognised by the Audit Commission, and confirmed by an independent financial diagnostic report in 2007), demonstrates a value for money inherent in our services. Public perception of value for money can be lower than expected in this context, however, so we will be looking to carry out more in-depth analyses of the value for money provided by our services which will assess not only cost per head of population (actual and year-on-year), but also service levels, user satisfaction rates, the extent of external grant support and service performance.



A key aspect of our corporate value for money assessments will be benchmarking against comparable rural district local authorities and, where appropriate, other organisations in the public, private and voluntary sectors. We already collect benchmarking information on a number of our key services, so we have a firm basis upon which to build a fuller picture. Some examples are as follows:

- In Affordable Homes, the national Housemark organisation assesses key areas of housing performance. Results for the first six months of 2009-10 saw us achieve the highest scores in the Eastern Region for the percentages of emergency repairs completed on time (100%), and the average time taken to relet properties (17 days). We finished second lowest in the region for the % of tenants with more than 7 weeks' rent in arrears against an extremely challenging target (3.89%), and for the target time in which we completed urgent repairs (5 days). The Tenant Services Authority sets national standards which all social landlords need to comply with by 2011. Benchmarking information will contribute to this assessment.
- The Accountancy Service within Corporate Services achieved a return of 5.61% on the Council's combined investments for the 2008-09 full year, above the average for the benchmarking club for Accountancy, Creditors and Treasury Management average of 5.36%.
- The SPARSE benchmarking group's value for money analysis of the Health and Environmental Services's waste and recycling performance (including recycling rate of 53.64% and an average of 451.77 kilos of residual waste produced per household) and the cost per head of the service (£26.71) identified the service as high-performing in relation to its costs.

## ***Staff/customers***

### *Workforce overview*

The Council employs 490 staff at its Cambourne headquarters, Waterbeach depot (Health and Environmental Services and housing operations) and at sheltered housing schemes throughout the district, though this number will reduce once major restructurings in key services have been completed in 2010. The Council has a strategic Workforce Plan which, when last refreshed in September 2009, recognised that, in order to ensure we continue to have the right staff to meet our aims, we need to achieve the following objectives:

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

These objectives will be achieved through the completion of actions set out in the plan accompanying the Workforce Plan.

### *Customers, consultation and engagement*

Each of our services recognise that they serve a wide variety of internal and external customers, from legal services and HR providing advice and support for colleagues within the Council to the refuse and recycling service for whom all householders and many businesses in the district are direct customers. The definition of 'customers' can be extended to include visitors to, or those passing through, the district, our key partners, with

whom we work to provide services (for details see Section 3(b) below), regional and central government.

Improving customer service and customer satisfaction are key elements of our strategic Aims, Approaches and Actions (see Section 4 below), and we have an established Service First programme committed to monitoring performance and driving continuous improvement in our performance. We have made significant progress in improving customer service, examples of which can be found in the service plans; however, we are now looking to assess ourselves against the national Customer Services Excellence (CSE) standard, and have a corporate action to achieve accreditation by March 2011. The standard will provide an independent validation of achievement but, more importantly, will drive and enable continuous improvement, provide a tool for skills development and embed a customer-focused culture in which there is consistency of good practice across services.

Understanding our customers' needs and expectations in order to manage and meet them will be a key component on which CSE accreditation will be judged, and we already do lots of work to engage with the community on a variety of levels, from providing timely, clear and accurate information about what we do and don't do, to consultation on key matters such as the annual budget, surveys to measure customer satisfaction, procedures to learn from complaints and ways for the public to participate in our decision-making processes. Some examples of this are as follows:

- Agents' Forums for Building Control and Development Control, which are well-attended and have generated positive feedback;
- Excellent business satisfaction rates with regulatory services provided by Health and Environmental Services;

- A consultation exercise, carried out via the residents' magazine, on priorities for the 2010-11 budget, generated XX responses and was taken into account by the Cabinet when recommending agreement of the final budget to Council.
- The biennial tenants' survey, carried out in 2008, found that 82% of tenants were satisfied with the overall service they received, 83% with the way their landlord dealt with repairs and maintenance and 92% with their neighbourhood as a place to live.

### *Place Survey*

All authorities are required to carry out biennial Place Surveys to find out the views of local people on quality of life in their areas. Our last survey was carried out in 2008, and the results showed:

- A very high proportion of residents (90.4%) satisfied with their local area as a place to live;
- High levels of people who participate in volunteering (33%), felt that they belonged to their local area (64%) and that their area was a place where people of different backgrounds got on well together (82.5%);
- Low levels of concern about anti-social behaviour, but only 26.7% feeling that the police and other local services are doing enough to address anti-social behaviour and crime;
- 33.6% of people feeling they can influence decisions in their locality;
- Among older people, 91% are satisfied with their home and neighbourhood, but only 30% feel that they receive the support they need to live independently.
- 77% of people feel that they are treated with consideration and respect by local services.



The results showed some real positives about the quality of life in South Cambridgeshire. We were disappointed that only 43.5% of people were satisfied with the way the Council runs things (a lower figure than in previous surveys), and that only 33.1% felt that we provided value for money. This re-emphasises the need for us to pursue objectives to understand our customers to improve customer service, and to explore the value for money provided by our services in greater depth.

### *Equalities overview*

As an authority, we are committed to delivering excellent services to all segments of our community and to developing a culture which values diversity as an employer and service provider. We achieved the “Developing” standard of the Equality Framework for Local Government in 2008-09, and are committed to reach the next level in 2010-11, which will demonstrate that we are achieving positive differences for all our staff and customers. We have detailed action plans in place to pursue specific initiatives led by a programme of Impact Assessments of all our policies and services to identify positive and negative impacts in relation to the main equality strands of age, race, gender, sexual orientation, religion, disability and (specific to the district given its demography) rurality. At the same time, we will ensure that these and other relevant initiatives are mainstreamed within our core service planning processes; addressing equality issues will be key if we are to demonstrate successfully that we have a full understanding of our customers’ diverse needs as a basis for addressing them effectively.

### **Self Awareness**

We are gaining in self-awareness as a council and, as part of this, we have an increasing understanding of our strengths and areas for improvement in the context of the many and varied external drivers impacting on the authority. Each service area

identifies, as part of their Service Plan, what they feel are the key strengths and areas for improvement relevant to their service. Corporately we are also much more aware of where we perform well and where there is scope to improve. Below are a few of the key areas:

#### (i) Strengths

- The Council has a clear Vision for what it wants to achieve and a set of robust objectives, plans and strategies in place to ensure that it does so;
- A highly-skilled and customer-focussed workforce, working effectively within and between teams and partners to deliver excellent services (evidenced by Investors in People accreditation, the latest Staff Survey, customer compliments and staff with nationally-recognised specialism)
- Excellent performance in service delivery e.g. refuse and recycling rate, planning policy framework, Council Tax collection rates, reduced housing void times.
- Pioneering work nationally to develop a strategic planning document committed to meeting the long-term accommodation needs of the Gypsy and Traveller Community.
- Work effectively and successfully with key partners e.g. RECAP waste partnership awarded national Beacon Status recognition, joint planning arrangements to deliver major developments at Northstowe and around the Cambridge city fringes.

#### (ii) Areas for Improvement

- More effective information systems and inter-service communication.



- Greater and more visible use of performance data and community intelligence to review current service levels and plan future services.
- Greater understanding of service value-for-money beyond unit cost and low tax base.
- Corporate action plans to focus more clearly on measurable outcomes i.e. how did the action contribute to improving local quality of life for customers/employees?
- Improved performance in key areas e.g. determining planning applications within agreed timescales.

To ensure continuous improvement throughout the authority actions have been included in either the Corporate Plan or relevant Service Plans to address these areas.

### **Our services**

Key services for which each Council is legally responsible are set out in the following table, although there are many cross-overs and we're always looking to provide more services with our partners:

<b>South Cambridgeshire District Council</b>	<b>Cambridgeshire County Council</b>
<b>Environmental Health</b>	Children's Services including Education
<b>Housing Services</b>	Libraries and Heritage
<b>Planning – Development Control and Strategic Policy</b>	Adult Social Care
<b>Community Development and Community Safety</b>	Roads and Traffic
<b>Waste Collection</b>	Waste Disposal
<b>Building Control</b>	Strategic Planning
<b>Collection of Council Tax and Business Rates</b>	Trading Standards
<b>Council Tax and Housing benefit</b>	
<b>Elections</b>	

We have established five service areas, within which all our operational and support functions are carried out. Examples of the services they provide include;

### **Affordable Homes**

- Improves the supply of affordable homes
- Manages 5,570 Council homes.
- Provides housing advice and support for homeless people.

### **Health and Environmental Services**

- Collects waste and recycling from 59,000 households;
- Cleans streets, deals with abandoned cars, clears and investigates fly-tipping;
- Makes sure food premises are clean and safe and makes this information readily available to customers;
- Advises on enforcing health and safety at work;
- Deals with pollution and offers pest control services;
- Licenses taxis, public entertainment and the sale of alcohol.

### **Planning and New Communities**

- Considers planning applications, deals with developments without planning permission and building control.
- Conserves our environment and buildings;
- Develops planning policy to shape the future of the district;
- Develops the local economy
- Plans for major developments;
- Supports local tourism, arts and sports development;
- Works towards a sustainable South Cambridgeshire;
- Building Control

## **Community and Customer Services**

- Works with local people and partners to co-produce strong, safe and sustainable communities.
- Works to ensure the Council is held in high repute by the community and is valued for the services it delivers. Ensuring Members and staff are well informed of the key information they want and need to carry out their roles effectively.
- Supports the democratic process by administering elections efficiently and measures to make voting and voting registration easier and accessible to all.
- Provides a central policy resource providing annual service planning and helping to improve performance.
- Equality and Diversity.

## **Corporate Services**

- Increases customer access and develops smarter ways of working through technology and partnerships;
- Provides support for people needing help with Housing and Council Tax benefits;
- Collects Council Tax and Business Rates;
- Provides support services for the Council: Human Resources, Accountancy, ICT, Legal and Democratic Services, Procurement support and risk management



# 3. The Context for Our Plan

## Opportunities and challenges facing South Cambridgeshire

In order to carry out our functions and provide services to meet the current and developing needs of the community, we need to be constantly aware of the environment in which we're operating. The key influences and challenges on service delivery across the organisation can be categorised under the following interlinked headings:

### (i) Political and legislative

- Following the General Election in 2010, there are likely to be significant implications for this Council, and indeed the whole of local government, in terms of central funding (see over Economic factors in section (ii) below), assessment and inspection regimes e.g. the potential abolition or replacement of the Comprehensive Area Assessment and policy frameworks e.g. the regional planning strategy.
- We envisage substantial changes to service delivery arising both from known and current government policy, and from changes in direction and priority that any new government may pursue. Examples include a new regulatory framework for inspecting services for our housing tenants, ongoing changes to employment legislation, a review of the 2003 Licensing Act in terms of powers to review licences at premises causing concern and changes to planning law regarding the need for planning permission.

- South Cambridgeshire District Council elects its Councillors by thirds. This means that 19 of our 57 seats will be up for election in May 2010. There may be changes to the political make-up of the Council resulting from this election, which may lead to changes in political priorities and direction within the organisation.
- The Council relies on its key partners to progress major infrastructure projects, for example the A14 improvement programme and Cambridge-Huntingdon Guided Busway. Failure to complete these projects within agreed timescales will be likely to have negative consequences for our ability to secure sustainable and successful growth.

### (ii) Economic / Financial resources

The effects of the recent recession have, and will continue to have, a considerable effect upon the organisation and community in terms not only of the recessionary effect on the economic and social well-being of residents and the sustainability of local businesses and organisations, but also a significant impact on the Council's financial position arising from current and future public spending cuts and the consequent need to provide services more efficiently. The recession has led, for example, to rising unemployment and therefore demand on key Council services such as housing and benefits, whilst the reduced number of housing completions is having to be managed through the Council's planning policy framework.





The Council has agreed a package of ongoing annual General Fund savings totalling £2.2 million, which have been built in to its Medium Term Financial Strategy. The strategy also reflects the Council's status as a low taxing authority, which will be unable to substantially increase income through this means due to current government policy. The government's financial settlement for 2010-11 provided the Council with a cash increase of 0.5%, which has been incorporated into a balanced annual budget. In future years, however, the national public sector spending deficit amounting, at 18 March 2010, to £94.7 billion (Office of National Statistics), has led to assumptions that future levels of government grant will reduce, in cash terms, by 1.2% in 2011/12, 1.1% in 2012/13, 0.6% in 2013/14 and 0.5% in 2014/15. The Council continues to make representations seeking a fairer distribution of central government funding; however, the search for new and innovative ways of service design and delivery to maintain quality and satisfaction whilst reducing cost must be explored in this national financial context.

(iii) *Social and demographic*

In spite of the recent economic downturn and its effects on house-building and progress in bringing forward the major growth sites within the district, South Cambridgeshire remains designated as one of the government's growth areas. It is estimated that the population will grow to 169,800 by 2021, led by the new town of Northstowe, whose population is expected to rise to 24,000. The creation of the district's first town in a rural area of over 100 villages will bring specific longer-term social and demographic challenges arising from an urban environment; in the shorter term, population growth will cause demand to increase for many of our services, including refuse collection, Council Tax administration

and community facilities. As referred to in section (2) above, a key objective of the Planning and New Communities Service will be to ensure that the needs of this growing population are met through appropriately-planned and delivered developments.

The district has an ageing population, as the percentage of people aged 65 or above is expected to rise from 14.8% in 2001 to 23.5% in 2021, whilst the percentage of children and young people is forecast to decrease from 25% to 22.6% over the same period. There are areas within the district which are not likely to follow this trend, notably Cambourne, which has a younger population (74.3% of residents of Bourn ward are aged 0 – 44, compared to 56.1% for the district as a whole) and birth rate (to March 2009 of 24.1 per 1,000 population) which is double the national average and comparable to several countries in the developing world.



There is little deprivation within the district, with the area ranked 5<sup>th</sup> least deprived in England using the Indices of Multiple Deprivation. However this relative affluence brings with it specific challenges, especially around the affordability of housing and the fear of crime in relation to actual levels. Further work in being carried out to investigate the spatial distribution of deprivation and inequality across the district.

The Gypsy and Traveller population is the largest ethnic minority population in the district, estimated at 1,330 people and 1% of the population (Source: Sub-Regional Travellers Need Assessment survey, 2006) and is also

anticipated to increase. Migration is becoming a major factor in South Cambridgeshire, with a net in-migration from the rest of the UK with a younger age profile. Both these hard-to-reach groups have specific needs in terms of general access to services and the availability of specific support to meet these needs in key areas such as affordable housing, site allocation and building positive community relations.

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

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

Compliance with policy and guidelines will also help elected members, staff and volunteers to avoid or manage situations where they may be subject to unfounded allegations whether mistaken or malicious. With the above in mind, South Cambridgeshire District Council reviewed its Safeguarding Children Policy in 2009. A copy is available on request or on [www.scambs.gov.uk](http://www.scambs.gov.uk).

(iv) *Technological*

The district is home to the Cambridge Science Park, upon which a number of organisations at the forefront of technical development are based. Many of our residents are highly IT-literate and demand for Internet services continues to grow. At the same time, we must not exclude those residents who for a variety of reasons cannot access the Internet or communicate by e-mail. We will need to take account of the increasing use of social networking mediums in our communications, and, in the context of high-profile national scandals, adapt our systems to ensure the safety and reliability of the information we hold.

(v) *Environmental*

The urgent requirement to mitigate the effects of climate change through the introduction of robust measures to reduce carbon emissions, and to enable communities



to adapt to the impacts which are already being, or will shortly be, felt are particularly prevalent in South Cambridgeshire, which is predominantly a low-lying area particularly susceptible to rising sea levels and consequent in-land flooding. The Council has established a Councillor Working Group, and has dedicated resources within the New Communities Service, to keep abreast of emerging international and national policy and thinking, and is working to

implement a wide-ranging action plan containing key mitigation and adaptation measures.

As above, key elements of these mitigation measures will be achieved through sustainable development overseen by the Planning and New Communities service.

### **Our Key Partners and Partnerships**

The Council works with a number of other organisations to achieve positive outcomes for its residents and service users; given the current and anticipated constraints brought about by public spending cuts, it is even more imperative that we work closely with our partners in the public, private and voluntary sectors to deliver services in more streamlined and joined-up ways. To this end, a number of our local partners have embarked upon the 'Making Cambridgeshire Count' programme which is conducting a strategic audit of public service expenditure across the county with a view to identifying projects which will achieve closer and more efficient working. South Cambridgeshire DC has committed to supporting specific projects for which sound business cases can be made demonstrating tangible improvements in the way we provide services for our residents and other key stakeholders.

The Council has in place many strategic and operational partnerships, which are recorded in a central register that categorises the most significant in terms of their contribution to our strategic aims, financial or income-generating commitments and extent of functions being carried out. The register also allows for us to assess the effectiveness of each partnership to ensure that each continues to be fit-for-purpose in terms of their aims, objectives and governance arrangements. The most significant partnerships have been identified as follows:

- **Cambridgeshire Together** – This county-wide partnership, led by the Cambridgeshire County Council, oversees the three-year Local Area Agreement (2008-2011), negotiated with the Government, to deliver stretching quality of life targets. These targets contribute to the achievements of our strategic aims (for further details see Section 4 below)
- **Cambridgeshire Public Service Board** – Public sector chief executive officers provide a county-wide overview of public services to identify improvements through shared working and resources and blockages to excellent performance to enable targeted intervention where necessary.
- **Managing Growth Partnership (Cambridgeshire Horizons Board)** – Ensures that growth projects are delivered on time, on budget and to the highest possible standard and makes key decisions relating to Cambridgeshire Horizons, the Local Delivery Vehicle for the county.
- **South Cambridgeshire Local Strategic Partnership (LSP)** – Works with a number of key partners within the district, including the county council, police, NHS and Fire and Rescue service to achieve improvements in quality of life for those living, working and visiting the district through the implementation of the Sustainable Community Strategy. The LSP will be merging with the Cambridge City Council's LSP in April 2010 in order to ensure a joined-up approach based on shared resources and outcomes.



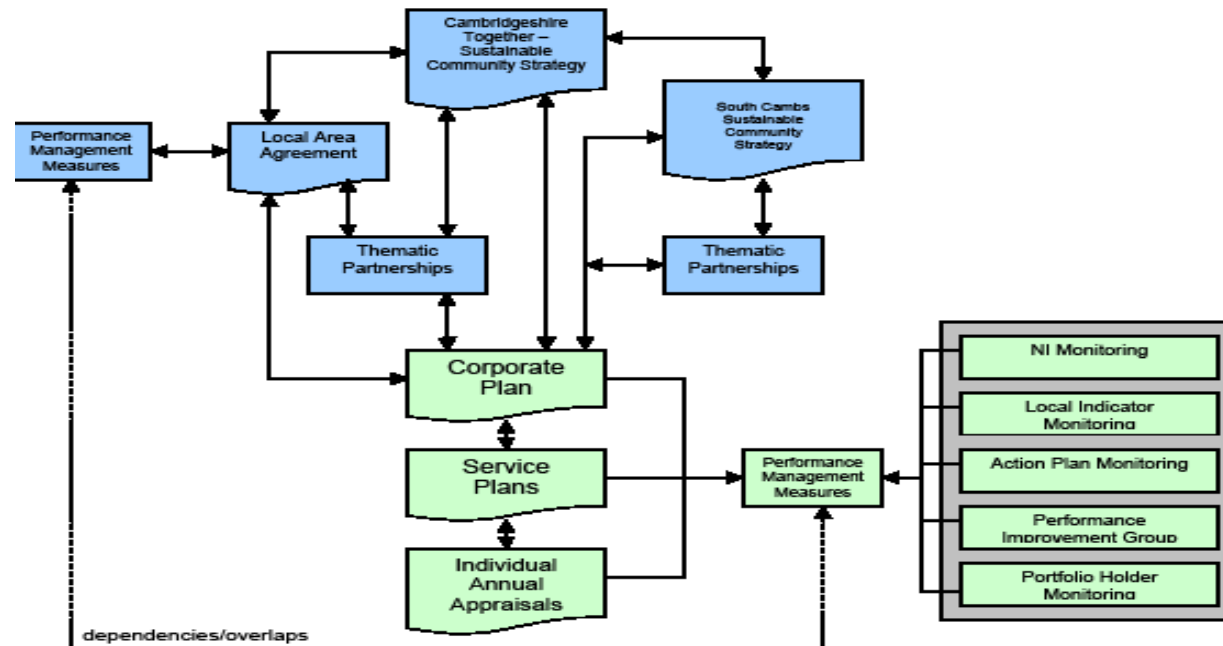


- **Community and Wellbeing Partnership (incorporating Supporting People)** - Government programme covering supported housing schemes and housing support services to vulnerable people in their own homes.
- **Cambridge Sub-Regional Housing Board** – Works to ensure that regional housing growth targets are met.
- **Childrens Trust** – County Council led partnership which works to improve outcomes for children and young people in Cambridgeshire so that every child achieves their potential.
- **South Cambridgeshire Crime and Disorder Reduction Partnership (CDRP)** – Works with local agencies to reduce crime and the fear of crime through the agreement, implementation and monitoring of a three-year Rolling Plan.
- **Greater Cambridge Partnership (GCP)** - The GCP brings together the public, business and community sectors in and around; its Vision is to realise the potential of Greater Cambridge as a world-class economic area.
- **Joint Strategic Growth Implementation Committee (JSGIC)** - provides a strategic forum for the district, city and county councils, with Cambridgeshire Horizons, an agency set up in 2004 to oversee growth in the whole of Cambridgeshire, to explore issues to ensure that the growth agenda is driven forward in an integrated, coherent and consistent manner.
- **Cambridgeshire and Peterborough Joint Waste Partnership (RECAP)** – Works to achieve sustainable waste management through a long-term strategy to 2022.
- **Safer and Stronger Communities Board** – Agrees priority themes for the Safer and Stronger Communities element of the Cambridgeshire Together partnership (see above).

## 4. Council Objectives – Vision, Aims, Approaches and Actions (‘Three As’)

The introduction in Section (1) above sets out the Council’s Vision, under which we have agreed a series of strategic aims, approaches and actions through which we can work towards achieving that vision.

The framework set out below sets out how these and other key elements of the Council fit together, whilst this section sets out in detail our five strategic aims, together with approaches and actions we are pursuing in order to meet them.





The Council has a hierarchy of documents and plans that are the building blocks of our service delivery chain. At each level within the chain linkages exist to the Council's overall budget process, its risk management process, its performance management framework and the overall policies and objectives of the Council.

Critical within this delivery chain process is a **golden thread**, which binds the following key plans and policies;

- Sustainable Community Strategy
- Corporate Plan
- Local Development Strategy (LDF)
- Asset Management Plan
- Capital Strategy
- Data Quality Strategy
- Risk Management Policy & Strategy
- Procurement Strategy
- Service Plans
- Performance Management Framework
- Workforce Plan
- Training and Development Strategy

The following aims set out how we will deliver the vision.

**We are committed to –**

- 1. being a listening council, providing first class services accessible to all**
- 2. ensuring that South Cambridgeshire continues to be a safe and healthy place for you and your family**

- 3. making South Cambridgeshire a place in which residents can feel proud to live**
- 4. assisting provision of local jobs for you and your family**
- 5. providing a voice for rural life**

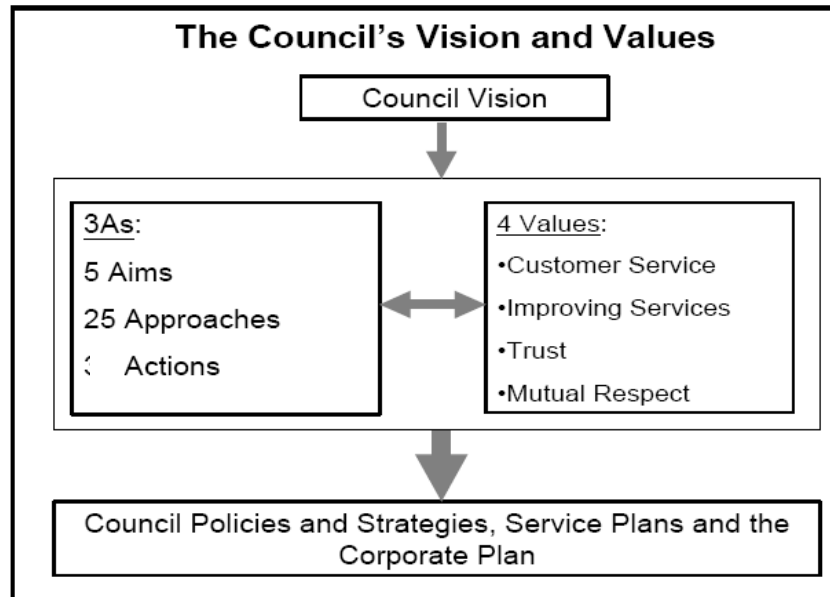
For each aim we have agreed –

**Approaches** – which provide a framework showing how we will achieve our aims

**Actions** – which are specific actions which we will undertake to deliver the aims.

The aims and approaches were initially agreed in November 2008, before being reviewed and reconfirmed in September 2009, informed initially by public consultation on the Sustainable Community Strategy (SCS). We have ensured, in conjunction with our partners that the Three A's complement the objectives of the SCS and Local Area Agreement, and vice versa.

The Council has also adopted Values to guide the way that we work and provide services to the public. They govern every aspect of our working relationships within the Council, with the public and our colleagues in other organisations. The Values and how they complement our vision are shown in the diagram below.



- Commitment to partnership working
- A listening council with a commitment to consultation
- Community focus and responsiveness
- Commitment to equality
- Effective communications
- Good employment practices
- Commitment to sustainability in medium and long term plans
- Demonstrable capability to improve
- Demonstrable ability to meet ambitions

The council is working to achieve excellence in local service delivery based on the following characteristics:

- Sound corporate governance arrangements
- Prudent financial management and controls
- Quality council services for a low council tax
- Quality service provision particularly where these tie in with priority areas
- Effective resource allocation
- Improved performance management systems
- A developing risk management culture

In 2009/10 we had 32 key actions to deliver these aims. Performance against these specific actions and further achievements is detailed in the following pages however in summary we are pleased to report that **ALL** actions were achieved in 2009/10.

## **AIM A – We are committed to being a listening Council, providing first class services accessible to all**

### ***Why is this important?***

If we're to meet the needs and manage the expectations of all sections of the community, we need to listen to their views, taking particular care that the voices of the minority, and of hard-to-reach groups, particularly those of young people and the Gypsy and Traveller community, are taken into account in our policy and service planning.

### ***How does it complement the objectives of our Sustainable Community Strategy?***

Creating and maintaining a listening Council which works effectively with its partners is a crucial prerequisite, without which, we will be unable to fulfil our role as a lead community partner and would not be able to deliver positive outcomes based on the needs of the community.

### ***What are our approaches to achieving this aim?***

- Listening to, and engaging with, our local community;
- Working with voluntary organisations, Parish Councils and the Cambridgeshire County Council to improve services through partnership;
- Making South Cambridgeshire District Council more open and accessible;
- Achieving improved customer satisfaction with our services;
- Ensuring the Council achieves value for money in the way it works.

### ***What Key Actions did we complete to achieve this aim during 2009-2010?***

- Set up user groups of residents looking at XXXX check which areas of service delivery....feedback from user groups?
- Prepared and consulted on a Statement of Community Involvement as part of the Council's Local Development (planning policy) Framework (LDF).
- Provided funding to the Cambridge Council for Voluntary Services to fund research, in conjunction with other voluntary sector organisations to identify 'seldom heard voices' e.g. migrant workers, Gypsies and Travellers, carers, as a basis for meaningful engagement with these groups.
- Worked with voluntary groups to provide information and advice at events in 20 villages
- Reviewed our current grants scheme to reintroduce grants for talented performers and promising competitors.

### ***What were our other significant achievements against this aim during 2009-10?***

- Successfully ran district, parish and European elections, meeting or exceeding all Electoral Commission performance measures;
- Worked with the Cambridge and District Citizens Advice Bureau to pilot an advice kiosk in Sawston.
- Won a prestigious award for our work in scrutiny on the Orchard Park community and shortlisted for a national award for improving standards of conduct by Councillors.
- Put in place a system for collecting data on customer contacts with us which could be avoided e.g. progress-

- chasing, duplicate calls, and achieved performance ahead of government target.
- Carried out a survey of our Housing Tenants, which received a 40% response rate.

***What Key Action(s) will we take to achieve this aim during 2010-11?***

- We will achieve Customer Service Excellence (CSE) accreditation by 31 March 2011;
- We will sign up to the Member Development Charter to enable Members to develop the skills to meet new challenges for local government.
- We will review and restructure the Housing service to enable us to continue to provide our tenants with the best possible service within the resources available and to meet new regulatory standards.

## **AIM B – We are committed to ensuring that South Cambridgeshire continues to be a safe and healthy place for you and your family**

### ***Why is this important?***

South Cambridgeshire has comparatively low levels of crime, and the last Place Survey (2008) revealed low percentages of people who perceived anti-social behaviour-related issues such as drunken rowdiness and drug abuse to be problems in their localities. Nevertheless, when consulted as part of the development of the Sustainable Community Strategy, many listed crime and anti-social behaviour as top priorities for action.

The Council continues to focus on its fundamental role in improving public health through participation in a wide variety of initiatives to achieve a fit and healthy community which eats well, participates in regular exercise and is in good physical and mental health.

### ***How does it complement the objectives of our Sustainable Community Strategy (SCS)?***

This aim is directly complementary to the following key SCS objectives:

- Active, healthy and inclusive communities where residents can play a full part in community life, with a structure of thriving voluntary and community organisations
- Safe and clean communities where residents do not feel vulnerable or isolated and do not fear crime or anti-social behaviour.

### ***What are our approaches to achieving this aim?***

- Working closely through our Crime and Disorder Reduction Partnership (CDRP) to reduce crime and the fear of crime;
- Working with partners to combat anti-social behaviour.
- Promoting active lifestyles and increasing opportunities for sport and recreation to improve the health of all age groups;
- Understanding where health inequalities exist and focussing on areas of need.

### ***What did we do to achieve this Aim during 2009-2010?***

- Carried out a Fear of Crime and Public Reassurance Survey;
- Set up an Anti-Social Behaviour Working Group reporting on key areas of concern, and identifying areas for resources to be targeted accordingly.
- Review the provision and effectiveness of CCTV in the district.
- Increased the number of residents taking up sport or formal exercise by 1.5% in 2009;
- Identified and targeted key groups to provide increased opportunities for sport and recreation for the most vulnerable groups (*details required!*)

### ***What were our other significant achievements against this aim during 2009-10?***

- Oversaw the handover of the community centre and play facilities to the newly-established Orchard Park Community Council;
- Held Street Football sessions attended by over 1,000 people;

- Established 26 new 'no cold calling' zones in the district
- Staged Olympics Countdown event at Milton Country Park in August 2009.

***What Key Action(s) will we take to achieve this aim during 2010-11?***

- We will increase the number of teenagers taking part in positive activities by 500 on the 2009/10 total during 2010/11

## **AIM C – We are committed to making South Cambridgeshire a place in which residents can feel proud to live**

### ***Why is this important?***

Pride in the area is a key indicator that the area is providing decent housing for all, meeting the needs of vulnerable people, has clean villages and verges, provides an environment in which people from different backgrounds get on well together and contributes to tackling climate change, therefore it is something to which we must aspire as a Council.

### ***How does it complement the objectives of our Sustainable Community Strategy (SCS)?***

This aim complements the following key SCS objectives:

- Building successful new communities, where developments include affordable homes to meet local needs and form attractive places where people want to live, and which are supported by a full range of quality services and social networks.
- A sustainable infrastructure and environment with good transport links and access to the countryside of the district, which is itself protected and improved, and with sustainable measures, which minimise waste and tackle climate change.

### ***What are our approaches to achieving this aim?***

- Making affordable housing more available to local people;
- Ensuring that affordable housing is in balance with the community;

- Achieving a sustainable future for the Council's housing stock;
- Working with local residents to promote community cohesion and addressing the needs of the most vulnerable of the community;
- Extending and encouraging the use of recycling opportunities;
- Working to improve the cleanliness of our villages;
- Taking account of climate change in all the services that we deliver;
- Promoting low carbon living and delivering low carbon growth through the planning system.

### ***What did we do to achieve this aim during 2009-10?***

- Set up a forum of Parish Councils, housing associations and others to examine the workings of our exception sites policy in light of recent experience and current market conditions;
- Included an appropriate proportion of retirement homes and accommodation designed for the elderly in the affordable housing allocation of each new major development e.g. 37 affordable homes were completed at Cambourne – these are built to Lifetime Homes standard which means they meet a set of design criteria that provide a model for building accessible and adaptable homes.
- Worked with partners to adopt a Gypsy and Traveller Community Strategy which demonstrates our commitment to improving our approach to Gypsy and traveller communities in terms of understanding, community cohesion and control of unauthorised developments.
- Extended our plastic bottle recycling scheme to serve all villages and schools.

- We introduced a trade cardboard collection service to compliment the paper service. Over 100 customers now receive this service, which is still expanding. We offer free advice and guidance to all businesses within the district and have included an information booklet with this year's NNDR bills. We are anticipating being able to offer more recycling opportunities following the revised domestic service being implemented in October 2010.
- SCDC has supported a number of clean up events in 2009/10 (numbers and locations to be confirmed) in the form of pre-event visual audits, provision of equipment, collection of collected waste etc.
- Community Clean Up Workshop held at South Cambridgeshire Hall on 8 March, supported by DEFRA and Keep Britain Tidy. 23 delegates attended, representing eight PC's, five Housing Associations and two Community Groups. Six other PC's were unable to attend but wanted further contact. There were 12 expressions of interest in joining a SCDC programme of events for 2010/11, which we are following up.
- Carried out Spring and Autumn in-depth litter picks of verges alongside the A14 and A11 highways.
- Installed litter bins at ten of our dirtiest lay-bys on the major roads into and out of the district.
- Improved the appearance of 10 of our larger villages by increasing the amount of street cleaning undertaken. The 'high street' areas of these villages receive an intense cleanse on a fortnightly basis in addition to the core scheduled service. This is funded by SCDC revenue and LPSA reward grant and we are mid way through the two year programme.
- Made progress towards the adoption of a Climate Change Action.
- Worked with parish councils on schemes for renewable energy and low carbon living (*parish energy partnership? See RH*)

**What were our other significant achievements against this aim during 2009-10?**

- Taken steps to reduce exhaust emissions from our bin lorries;
- Worked with housing association partners to deliver 175 new affordable homes throughout the district.
- Achieved higher Housing and Planning Delivery Grant, thanks to our plan-making and processing applications to make sure homes are delivered against those plans;
- Secured 40% affordable housing plus a primary school, community facilities and a country park through a planning legal agreement for the development at Trumpington Meadows.

**What key actions will we undertake to achieve this aim during 2010-11?**

- We will work towards meeting or surpassing a 65% recycling and composting rate by 2012;
- We will improve & maintain the appearance of our villages in 2010/11 by:
  - Continuing our programme of installing litterbins at a further 10 lay-bys on the major routes in the District.
  - Continuing enhanced street cleaning within 10 of our larger villages past 2010/11
  - Undertaking a further 10 community clean-up events
  - Maintaining our street cleansing & envirocrime operations including the litter picking of the A11 and A14 verges



- We will achieve 10% reduction in the emission of CO<sub>2</sub> from the Council's operations and publicise the outcome in order to set an example to other organisations.
- We will work with parish councils to complete at least 6 local projects (or other quantified targets to be developed) supported by LPSA funding to contribute to the county target for the reduction of CO<sub>2</sub> emissions

## **AIM D – We are committed to assisting provision of local jobs for you and your family**

### ***Why is this important?***

South Cambridgeshire has historically enjoyed successful economic growth; however, in the recent recession, the Council has worked to support businesses through the allocation of £150k in 2009-10 towards a number of initiatives such as Hardship Relief from business rates and training events which will help local businesses win public sector contracts. We need to retain a focus on assistance to business in order to maintain and increase local wealth generation, protect local jobs to reduce unsustainable long-distance commuting and maintain positive work-life balances and ensure, through our planning policies and other key strategies, an appropriate mix between residential, commercial and business uses.

### ***How does it complement the objectives of our Sustainable Community Strategy (SCS)?***

This aim complements the SCS's Vision for the district to be a place where communities are thriving and well-served, as well as the objective to build successful and attractive new communities where people want to live, which are supported by a full range of quality services and social networks. The need to support the start-up and development of new businesses and social enterprises has been identified as a priority area for action within the SCS.

### ***What are our approaches to achieving this aim?***

- Working closely with local businesses
- Promoting economic development

- Using cultural activities effectively to promote tourism

### ***What did we do to achieve this aim during 2009-10?***

- We have set up a Business Forum and introduced a series of regular Business Breakfast meetings in the District;
- Supported businesses to comply with the law while targeting those who flout it (*examples*)
- Promoted the development and uptake of business space already allocated in the District e.g. the development of a commercial property database and provision of marketing in association with East of England International
- Explored possible spin-offs from the London 2012 Olympics (*and?*)

### ***What were our other significant achievements against this aim during 2009-10?***

- Launched a business support fund as part of a dedicated package of £150,000 to help businesses in the economic downturn.
- Targeted specific small businesses to advise them of potential benefit from Rural Rate Relief.

### ***What key actions will we undertake to achieve this aim during 2010-11?***

- We will promote the relocation of Marshalls within Cambridgeshire in order to meet the district's requirements for new homes and retain job opportunities.
- We will carry out specific actions to promote the district to new businesses, building links with the Cambridge University to assist start-ups and grown-on companies on the Cambridge Science Park and hosting and enabling at least 12 business development workshops within the district.

## **AIM E – We are committed to providing a voice for rural life**

### ***Why is this important?***

The district is a largely rural community so we must work to support village life and other features which give the area its character.

### ***How does it complement the objectives of our Sustainable Community Strategy (SCS)?***

This aim complements the SCS objective to provide a sustainable infrastructure and environment, with good transport links and access to the countryside of the district. Consultation on the strategy identified the following relevant priorities for action under this heading:

- Preserving and enhancing the countryside for the benefit of people and wildlife;
- Increasing the amount of accessible green space around the settlements of South Cambridgeshire;
- Improving provision for walking and cycling between villages.
- Supporting schemes to improve rural transport, travel planning and access to services;.

### ***What are our approaches to achieving this aim?***

- Protecting existing communities, villages and the countryside
- Working more closely with Parish Councils and local Groups
- Implementing planning policies to achieve successful new communities

- Maximising planning gain for neighbouring communities
- Playing our part in improving rural services including transport links

### ***What did we do to achieve this aim during 2009-10?***

- assisted three Parish Councils to produce Parish Plans;
- introduced a new system of meetings to which all parish councils were invited to send up to 2 representatives;
- ensured that each Cabinet Member attend at least three Parish Council meetings a year from outside their ward, adding a standing feedback item to each Cabinet meeting agenda.
- Assessed the need for provision of new premises for small businesses
- Worked with other organisations to develop and adopt a Community Transport Plan for the District.

### ***What were our other significant achievements against this aim during 2009-10?***

- Awarded grants for 13 restoration projects and 3,000 metres of new trees and hedgerows to protect the distinctive character of the district.
- Secured planning permission to restore river habitats along 1.5km of the River Cam at Trumpington Meadows.

### ***What key actions will we undertake to achieve this aim during 2010-11?***

- We will support local people to establish community orchards
- We will implement key actions from the Community Transport Plan action plan

## 5. Service, Team and Individual Objectives

Section 4 sets out the Council's Vision and strategic aims and the twelve principal actions to be carried out during 2010-11 in order to achieve them. Alongside and beneath these actions lie many supporting objectives that each service will be working towards in 2010-11.

The services have each produced comprehensive service plans, which consist of service overviews which built upon the brief descriptions given in section 2 of this plan, together with improvement plans which show what new things each service will be doing to improve and innovate in specific and measurable ways.

Improvement actions, and operational targets which enable us to measure our performance as a basis for continually improving it, are set out in our performance management system and monitored by our senior management and Cabinet on a quarterly basis. All service and team actions make explicit links to the strategic aims, and are translated into targets for individual employees through annual Personal Development Reviews with line managers. By these means, all staff are aware of how their work, at all levels of the organisation, contributes to the achievement of the Council's Vision. This structure is illustrated in the diagram in Section 4 (page X).

## 6. Audit and Inspection

### *Comprehensive Area Assessment (CAA)*

As a public body the Council is subject to rigorous external inspection to ensure that it is delivered positive changes for its customers. South Cambs, along with all other councils in England, receives an annual Comprehensive Area Assessment (CAA) from the Audit Commission. The CAA looks at how well public services, working together, are meeting the needs of the people they serve through area and organisational assessments. The area assessment focuses on how effectively local public services work in partnership to improve outcomes, whilst the organisational assessment is concentrated on the Council and comprises two key elements, Use of Resources and Managing Performance.

The assessment ranks authorities on a scale from 1-4, a ranking of 1 indicating that an authority is performing poorly, up to a 4, indicating that it is performing excellently.

For its last full year assessment in 2008-09, the Council achieved an overall score of 2 out of 4, indicating that it is performing adequately. The full report which accompanied the assessment findings drew attention to some key strengths and areas for improvement indicating, for example, that the Council worked well with partners, possessed leaders who were clear about what they needed to achieve and increasingly able to deliver and performed well in key areas that matters to local people including waste and recycling, payment of housing benefits, low levels of crime and the new completion of new affordable homes.

In terms of areas for improvement, the assessment identified issues with key vacancies which had affected performance, gaps in our understanding of the staff and skills we need for the

future, customer satisfaction levels in need of improvement and uncertainty over future service provision, especially in Affordable Homes, arising from increasing gaps between spending and income.

The Council has responded to this assessment by putting in place a comprehensive action plan to address key areas of concern identified by the Audit Commission. This improvement plan will form part of a revised CAA Framework, which, together with future self-assessments and case studies demonstrating positive outcomes for service users, will help us prepare thoroughly for future inspections and better evidence the good work that is being carried out. We're aware that a change of national government following the 2010 General Election could potentially result in the CAA being altered or abandoned in its present form; however, even in this event we are fully committed as an authority to continuous improvement, therefore we cannot let-up in our objective of a robust inspection framework.

Following significant new legislation, the Tenant Services Authority (TSA) will assume the role of regulator of the Affordable Homes services from April 2010.

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**SOUTH CAMBRIDGESHIRE DISTRICT COUNCIL**

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<b>REPORT TO:</b>	Leader and Cabinet	8 April 2010
<b>AUTHOR/S:</b>	Executive Director - Operational Services / Corporate Manager – Planning and New Communities Joint Planning Director	

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**REVIEW OF JOINT DEVELOPMENT CONTROL COMMITTEE  
(CAMBRIDGE FRINGES) TERMS OF REFERENCE****Purpose**

1. To consider extending the Terms of Reference of the Joint Development Control Committee (City Fringes) to include the site known as 'NIAB extra' (National Institute of Agricultural Botany).
2. The Leader and New Communities Portfolio-Holder have requested that Cabinet considers this proposal prior to determination by Council.

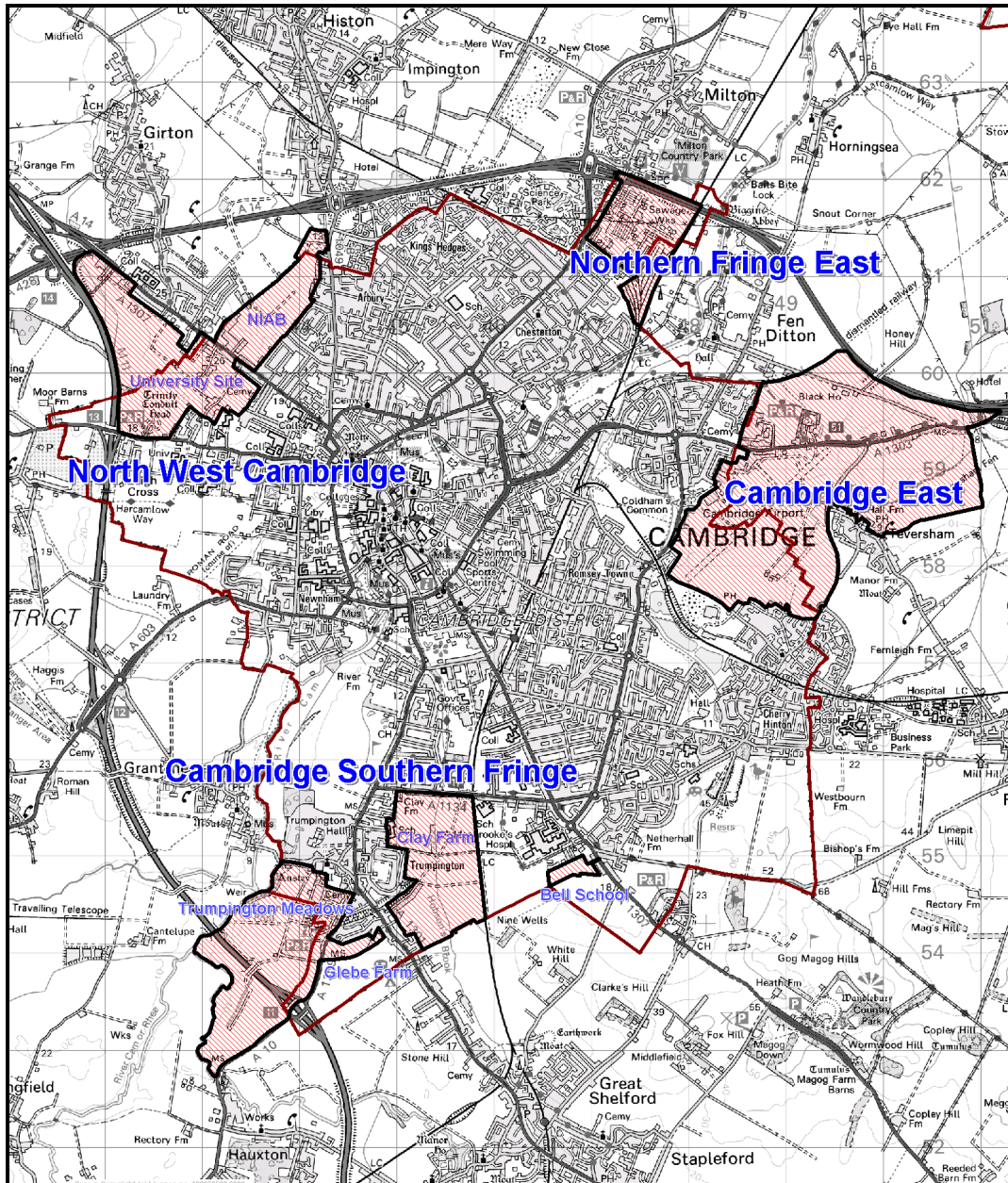
**Executive Summary**

3. The Joint Development Control Committee (JDCC) was set up in 2007. It has the power delegated from Cambridge City, South Cambridgeshire District and Cambridgeshire County Councils (the Councils) to exercise development control functions on major developments within Cambridge East, Cambridge Northern Fringe East, North West Cambridge and Cambridge Southern Fringe, as set out in the Terms of Reference (**Appendix A**).
4. A review of the JDCC's boundaries is being undertaken following the adoption of this Council's Site Specific Development Plan Document (DPD), which allocates additional land for housing and associated uses on NIAB 2 (or NIAB extra).
5. This report sets out the background to the review and the changes that are being proposed. Cabinet is asked to recommend to Council on 22 April 2010 that the amended Terms of Reference included as **Appendix A** be approved. These include the 'NIAB extra' site within the remit of JDCC. Other minor amendments are proposed for clarification. Cambridge City Council and Cambridgeshire County Council will be considering similar reports at their respective Cabinet and Council meetings in March and April 2010. The terms of reference will come into effect when all three Councils have agreed them.

**Background and considerations**

6. In 2007 the Cambridge Fringes Joint Development Control Committee was established to carry out planning functions for the major growth sites and the fringes of Cambridge City. It determines all planning applications for major developments and ancillary applications relating to the major developments that are received by Cambridge City, South Cambridgeshire District (SCDC) or Cambridgeshire County Councils for the following sites as shown on Map 1:
  - North West – including NIAB and North West Cambridge (University)
  - Cambridge East

- Cambridge Northern Fringe East
- Southern Fringe – including Trumpington Meadows, Clay Farm, Glebe Farm and Bell School

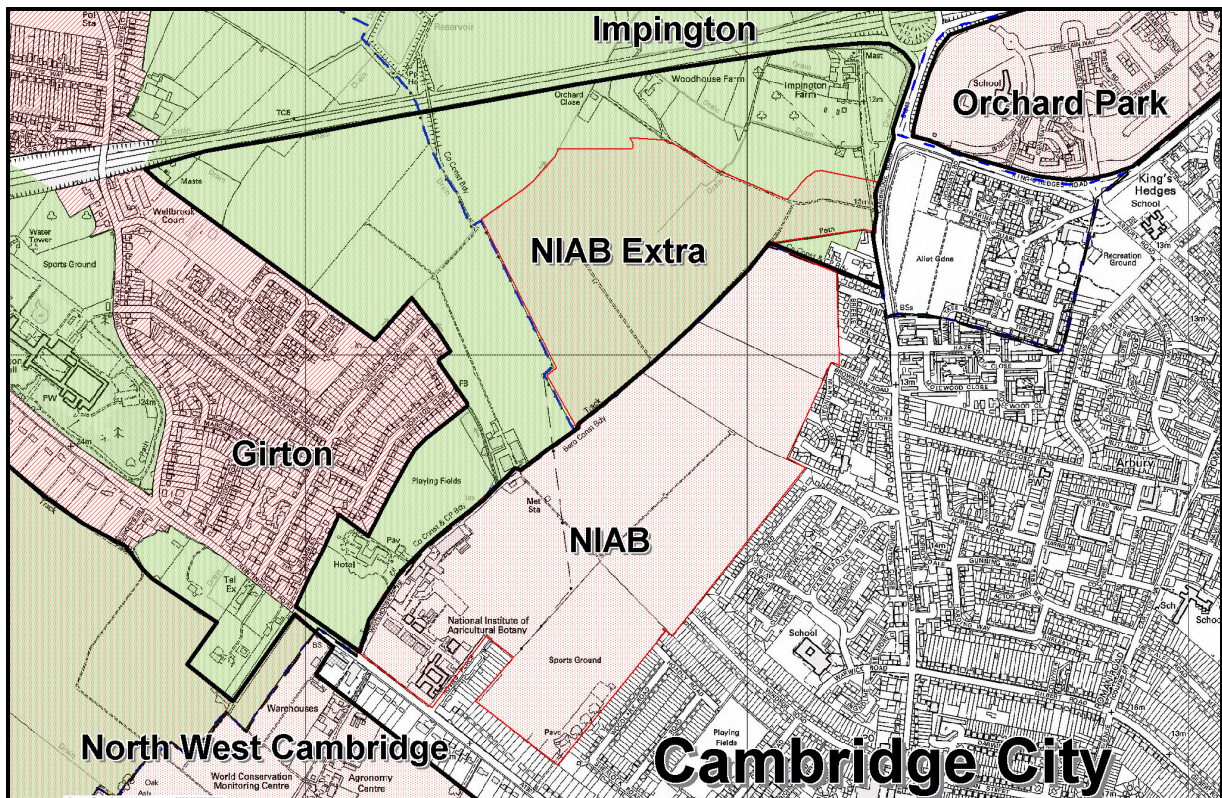


Map 1: Existing JDCC boundaries

7. The Council's Site Specific DPD was formally adopted on 28 January 2010. This removes the 'NIAB extra' site as shown on Map 2 from the Green Belt and allocates it for approx 1100 houses as part of a sustainable housing led urban extension to Cambridge. It also requires a scheme of Countryside Enhancement for the remaining green belt land between Histon Road, the A14 and Huntingdon Road to provide landscape, biodiversity and public access improvements. The Secondary School for this site and the previously allocated main 'NIAB' site is to be located within the 'NIAB Extra' site.



8. The main 'NIAB' scheme comprises 1780 houses and falls wholly within Cambridge City. Development of the 'frontage site' for the first 187 homes has already commenced on site. The remainder of the site is currently the subject of an application for up to 1593 dwellings, a primary school, community uses and local centre, which will shortly be considered by the JDCC.
9. The area to come under JDCC needs to include not only the NIAB Extra development site but also all the land that is likely to be subject of the planning applications. This will ensure that JDCC is able to secure all requirements set out in the Site Specific DPD including for example a scheme for Countryside Enhancement and conversely is able to refuse inappropriate development in this area.
10. It is therefore proposed that the JDCC boundary is extended to include all the land up to the A14 and to the edge of the Girton village framework as shown in Map 2.



**Map 2: Proposed extension to JDCC area to include NIAB Extra site**

11. The terms of reference include the voting rights on applications. It is proposed that all JDCC Members have voting rights on NIAB extra site.
12. The proposed Terms of Reference and associated appendices and annexes are attached at Appendix A. For ease of understanding **Appendix B** shows where changes have been made by way of 'tracked changes'.

**Options (including other sites):**

13. The possibility of extending the remit of the JDCC to include Orchard Park has been considered. Planning permission was originally given in 2005 for 900 homes, community uses, open space and some mixed use including B1 offices. Approximately

three quarters of Orchard Park now has detailed planning permission. This Council's Site Specific DPD allocates a further 220 houses within this development. This site is within SCDC, and has recently become a parish in its own right. The proposed boundary review between SCDC and Cambridge City includes the transfer of Orchard Park into Cambridge City, but the timing of this remains uncertain.

14. It is not considered appropriate to include Orchard Park within the JDCC boundaries at this time. There is an existing and growing community at Orchard Park, which SCDC Members and officers continue to work hard to support. SCDC's Planning Committee is very familiar with the site and its planning history and wishes to continue to oversee future planning applications, particularly given that all but six land parcels now have the benefit of detailed planning permission.
15. JDCC boundaries can only be extended with agreement by all the Councils. It is therefore not considered appropriate at this time to seek to include Orchard Park. This Council will continue to consult with Cambridge City Council on Orchard Park applications and will work closely with them on policy matters.
16. Consideration has also been given to extending the boundary of the Southern Fringe to include the proposed site for the Household Waste Recycling Centre (HWRC). However, the County Council's Minerals and Waste Local Development Framework (LDF) has not yet been adopted, so it is considered that this would be premature at this stage. Consultation on the Submission Draft of the Minerals and Waste LDF ends on 29 March 2010. South Cambridgeshire District Council's views on the allocation of this site will be made through this process. All representations will then be passed to the Inspector (to be appointed), who will make the final decision after an Examination in Public, likely to be held in 2011.

#### **Future Reviews**

17. It is recommended that the JDCC Terms of Reference be reviewed periodically. Through this there will be scope to review boundaries to include sites such as Orchard Park should this be considered appropriate at that time, and possibly the Southern Fringe HWRC, dependent on the approved site allocation.

#### **Delegation**

18. The JDCC Terms of Reference sets out the functions delegated from the Councils to the JDCC. All functions relating to major developments falling wholly or partially within the relevant area are delegated to JDCC. As a point of clarification, the determination of reserved matters has been added to these functions, to ensure that a reserved matters application for 9 dwellings relating to an outline permission granted by the JDCC would come under the remit of that Committee.
19. Regarding the definition of major development, the footnote has been amended to refer to and reflect correctly the General Development Procedure Order (GDPO). This has resulted in the addition of mining and minerals development and the deletion of Regulation 3 developments. These relate to developments by one of the Councils' individually or jointly with any other person. These applications are covered under the functions of the JDCC as set out in **Appendix 1** of the Terms of Reference.
20. The JDCC has its own scheme of delegation to Officers, which is included in **Appendix C**. It is proposed that the JDCC will be asked to review this at a later stage.

21. For clarification it has been added that decision notices are signed by the Director of Joint Planning. For information, S106 Agreements are sealed by all relevant Councils, as directed by the JDCC. This is set out in the functions of the Committee (Appendix 1 of the Terms of Reference).

**Implications**

22. The continued delegation of applications relating to the Fringe Sites will ensure that the growth of Cambridge and its Fringes will be addressed in a coherent manner. There are no financial implications of this review other than as included above. There are no direct staffing, procurement, community safety or equal opportunities implications.
23. A Cost Sharing Protocol has been included as Annex C to the Standing Orders. This will need to be agreed by the JDCC. The protocol sets out the cost sharing arrangements between the Councils; which in the first instance are to be met by the Joint Planning Budget which is administered through Cambridgeshire Horizons, and for which revenue funding has been secured up to March 2011.

24. Financial	A cost sharing protocol is in place between the three local authorities to cover costs incurred in relation to the administration of the Committee, legal support and planning consultancy e.g. planning appeals. This will need to be reviewed as and when future funding arrangements for 2011 and beyond are known.
Legal	Through agreement, Cambridge City Council provides legal advice to the JDCC.
Staffing	The JDCC is advised by the Joint Planning Director, supported by planning officers from all three councils as required.
Risk Management	Ensuring periodic review of Terms of Reference, Standing Orders and Scheme of Delegation is good practice and reduces opportunities for challenge.
Equal Opportunities	No equal opportunities implications have been identified at this time.

**Effect on Strategic Aims**

25.	<b>Commitment to being a listening council, providing first class services accessible to all.</b>
	The JDCC administers planning functions on behalf on all three local Councils, and will carefully consider all representations made. All three councils actively encourage participation in the planning process. In addition, protocols are in place to encourage and enable public speaking at its meetings as well as development control forums.
	<b>Commitment to ensuring that South Cambridgeshire continues to be a safe and healthy place for all.</b>
	Considerations of community safety and health will be taken into account when the JDCC considers planning applications for new development on this site.
	<b>Commitment to making South Cambridgeshire a place in which residents can feel proud to live.</b>
	The JDCC will consider the NIAB site as a whole, ensure that appropriate services and facilities are provided and that the development is coordinated and relates well to the neighbouring villages in accordance with SCDC's LDF.
	<b>Commitment to assisting provision for local jobs for all.</b>
	Future residents living in housing on this site, including affordable housing, will support the local economy.
	<b>Commitment to providing a voice for rural life.</b>

<p>The JDCC will oversee consideration of planning applications relating to this site. Protocols in place to encourage and enable public speaking at its meetings as well as development control forums.</p>
--

### Recommendations

26. Cabinet is recommended to:
- (a) recommend that Council approve the amended Terms of Reference for the Cambridge Fringes Joint Development Control Committee as included in Appendix A.
  - (b) agree that the Terms of Reference for the Joint Development Control Committee are kept under review and any proposals for revision be brought back to Cabinet/ Council when appropriate.

### Appendices

**Appendix A:** PROPOSED TERMS OF REFERENCE FOR JOINT DEVELOPMENT CONTROL COMMITTEE including Functions (Appendix 1), Standing Orders (Appendix 2), Public Speaking Rights (Annex A), development Control Forums ( Annex B) and Costs Sharing Protocol ( Annex C). **Pages 53-75**

**Appendix B:** PROPOSED TERMS OF REFERENCE FOR JOINT DEVELOPMENT CONTROL CAMBRIDGE FRINGES showing changes from the Terms of Reference approved in 2007. **Pages 77-80**

**Appendix C:** SCHEME OF DELEGATION TO OFFICERS agreed 18 July 2007. **Pages 81-82**

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**Appendix A of Report to Cabinet**

**Joint Development Control Committee  
Cambridge Fringes**

**PROPOSED TERMS OF REFERENCE**

<b>DOCUMENT</b>	<i>page</i>
<b>Terms of Reference</b>	<b>2</b>
<b>Appendix 1: Functions Delegated to the Committee</b>	<b>4</b>
<b>Appendix 2: Standing Orders</b>	<b>5</b>
<b>Annex A: Public Speaking Rights</b>	<b>9</b>
<b>Annex B: Development Control Forums</b>	<b>11</b>
<b>Annex C: Costs Sharing Protocol</b>	<b>15</b>
<b>Appendix 3: Plans</b>	<b>16</b>



**TERMS OF REFERENCE FOR  
JOINT DEVELOPMENT CONTROL COMMITTEE  
CAMBRIDGE FRINGES**  
*To be adopted on 22 April 2010*

**1. Parties:**

Cambridge City Council  
Cambridgeshire County Council  
South Cambridgeshire District Council  
(‘the Councils’)

**2. Status:**

The Joint Development Control Committee (‘the Committee’) is a joint committee formed by resolutions of the Councils pursuant to section 101(5), Local Government Act, 1972.

**3. Membership:**

6 Members appointed by Cambridge City Council  
4 Members appointed by Cambridgeshire County Council  
6 Members appointed by South Cambridgeshire District Council

**4. Terms of reference:**

- 4.1 The Committee’s remit is to discharge the functions (‘the functions’) set out in Appendix 1, the exercise of which have been delegated to the Committee by the parties, subject to the limitation in paragraph 4.2.
- 4.2 The Committee shall discharge the functions in respect of major developments<sup>1</sup> and related applications falling wholly or substantially within the areas shown edged in blue on the plans forming Appendix 3 and ancillary developments relating to such Major Developments

---

<sup>1</sup> A major development is defined by reference to Article 1 of the Town and Country Planning (General Development Procedure) Order 1995 as in force on 1 March 2010 or as subsequently amended or replaced and means development including any one or more of the following:

- (a) the mining and working of minerals
- (b) waste development;
- (c) the provision of dwelling-houses where
  - (i) the number of dwelling-houses to be provided is 10 or more; or
  - (ii) the development is to be carried out on a site having an area of 0.5 hectares or more and it is not known whether the development falls within paragraph (c)(i);
- (d) the provision of a building or buildings where the floor space to be created by the development is 1,000 square metres or more; or
- (e) development carried out on a site having an area of 1 hectare or more.

referred to it by the relevant Head of Planning of the Council issuing the consent for the Major Development in question.

- 4.3 The Committee may exercise the subsidiary powers authorised pursuant to section 111, Local Government Act 1972 in connection with the discharge of the functions.
- 4.4 The Committee may exercise the powers of delegation contained in section 101(2), Local Government Act 1972.
- 4.5 All members shall be entitled to vote on the following applications: Trumpington Meadows; Cambridge Northern Fringe East; Cambridge East; Northwest Cambridge including all of the NIAB site; Glebe Farm. Only the City and County members shall be entitled to vote on Clay Farm-Showground and Bell School.

## **5. Standing Orders**

- 5.1 The Committee shall be governed by the Standing Orders set out in Appendix 2, as amended from time to time.

## **6. Administration**

- 6.1 The Party which is the local planning authority shall receive applications in the usual way and shall be responsible for all consequential administration.
- 6.2 Cambridge City Council's staff shall be responsible for all matters connected with the administration of the Committee, including the preparation and dispatch of agendas and securing premises at which the committee may meet. Decision notices shall be signed by the Director of Joint Planning.
- 6.3 Costs shall be shared in accordance with the Cost Sharing Protocol set out in Annex C to the Standing Orders.

## **Appendix 1**

### **Functions of the Committee**

1. The exercise of each of the Councils' powers and duties in relation to development control on Major Developments, ancillary developments, related applications and requests and Reserved Matters applications including but not limited to:

- i) the determination of planning applications by virtue of Regulation 3 of the Town and Country Planning General Regulations 1992.
- ii) the power to approve authorise and direct the respective Councils to negotiate and enter into agreements regulating the development or use of land pursuant to S106 of the Town and Country Planning Act 1990.

2. The review, change, amendment or modification of the scheme of delegation to Officers.

## **JOINT DEVELOPMENT CONTROL COMMITTEE (CAMBRIDGE FRINGES) Standing Orders**

*[Amended by the Committee on 18 July 2007]*

### **1 Appointment of Chair and Vice-Chair**

- 1.1 The Committee shall, at its first meeting, and from time to time as it considers necessary, elect a Chair and Vice-Chair.
- 1.2 In the absence from any meeting of the Chair and Vice-Chair, a Chair for that meeting shall be appointed by the meeting, but shall relinquish the chair if the Chair or Vice Chair subsequently arrives at the meeting.
- 1.3 Members appointed to the Committee by South Cambridgeshire District Council shall not chair meetings of the Committee during consideration of the applications relating to Clay Farm Showground and Bell School sites.  
*(1.3 added by Committee 11 Jun 2008)*

### **2. Appointment of Spokespersons**

- 2.1 Each of the councils shall nominate one of the committee members which it appoints as its spokesperson.

### **3. Notice Of And Summons To Meetings**

- 3.1 The Administrator will give notice to the public of the time and place of any meeting in accordance with the access to information rules applicable to local authorities. At least five clear days before a meeting, the Administrator will send an agenda by post and/or electronically to every member of the Committee. The agenda will give the date, time and place of each meeting and specify the business to be transacted, and will be accompanied by such details as are available.
- 3.2 The Administrator will take reasonable steps to ensure that a copy of the agenda and accompanying papers are placed on deposit at the offices of each of the councils for public inspection at least five clear days before the meeting. The Administrator will ensure that arrangements are put in place for the inspection of background papers in accordance with section 100D, Local Government Act, 1972 and to ensure compliance with all other provisions of Part VA, of that Act.
- 3.3 Dates, times and venues for meetings shall be determined by the committee. In the absence of agreement or in cases of urgency, meetings may be called by the Administrator following consultation with the Chair and Vice Chair.

### **4. Membership**

- 4.1 Committee members shall be appointed by the councils from time to time in accordance with the terms of reference. A council may at any time replace one or more of its nominated members by notice given to the Administrator.

**5. Alternate Members**

- 5.1 Each council will, by resolution, appoint one alternate member in respect of each political group which represents their council on the committee, but shall not appoint an alternate member for a political group which declines to nominate an alternate member. Each council will notify the Administrator] of alternate members appointed.
- 5.2 Alternate members will have all the powers and duties of any ordinary member of the committee. For the purposes of briefing meetings and circulation of papers, alternate members shall be treated in the same manner as ordinary members.
- 5.3 Alternate members may attend meetings in that capacity only to take the place of a member of the same political group who is an ordinary member of the relevant committee or sub-committee. The alternate member should withdraw from participation as a member of that committee or sub-committee in the business at that meeting during any period during which the principal member is in fact in attendance.

**6. Quorum**

- 6.1 The quorum of a meeting will be as follows:-

3 Members from South Cambridgeshire District Council

2 Members from Cambridgeshire County Council

3 Members from Cambridge City Council

[South Cambridgeshire District Councillors do not need to attend meetings in respect of applications for which they do not have voting rights]

**7. Public speaking rights**

- 7.1 Members of the public have the public speaking rights set out in Annex A.

**8. Voting**

- 8.1 Every question shall be decided by a show of hands, subject to Rule 8.2
- 8.2 If any member demands a vote by roll-call and is supported by two other members, the question shall be determined by a vote by roll-call and the Administrator shall record and enter in the minutes the names of each member present and whether s/he voted for or against or abstained.
- 8.3 Any member may, immediately after any vote is taken, require a record to be made in the minutes of whether s/he voted for or against or abstained.
- 8.4 If there are equal numbers of votes for and against, the Chair will have a second or casting vote.

**9. Minutes**

- 9.1 The Chair will sign the minutes of the committee at the next suitable meeting. The Chair will move that the minutes of the previous meeting be signed as a correct record.

## **10. Exclusion Of Public**

- 10.1 Members of the public and press may only be excluded either in accordance with the Access to Information provisions of the Local Government Act 1972 (consideration of 'exempt information') or Rule 12 (Disturbance by Public).

## **11. Disorderly Conduct: Misconduct Of A Member**

- 11.1 If at any meeting of the committee any member, in the opinion of the Chair, misconducts him/herself by persistently disregarding the ruling of the chair, or by behaving irregularly, improperly or offensively, or by wilfully obstructing the business of the committee, the Chair or any other member may move "That the member named be not further heard", and the motion if seconded shall be put and determined without discussion.
- 11.2 If the member named continues his/her misconduct after a motion under the foregoing Rule has been carried, the Chair shall either move "that the member named do leave the meeting" (in which case the motion shall be put and determined without seconding or discussion); or adjourn the meeting of the Council or committee for such period as s/he is in his/her discretion shall consider expedient.
- 11.3 In the event of a general disturbance which in the opinion of the Chair renders the due and orderly despatch of business impossible, the Chair, in addition to any other power vested in him/her, may adjourn the meeting of the committee for such period as s/he is in his/her discretion shall consider expedient.

## **12 Disorderly Conduct: Disturbance by members of the public**

- 12.1 If a member of the public interrupts the proceedings at any meeting the Chair shall warn him/her. If s/he continues the interruption the Chair shall order his/her removal from the meeting.
- 12.2 In case of a general disturbance in any part of the Room open to the public the Chair shall order that part to be cleared.

## **13 Suspension Of Standing Orders**

- 13.1 Any of these Standing Orders may, so far as is lawful, be suspended by motion passed unanimously by those entitled to vote on the application in question. Any motion to suspend any part of these rules shall specify the purpose of their suspension. Any suspension shall only be to the extent and for the length of time necessary to achieve the stated purpose.

## **14. Attendance at the Committee by other members of the Councils**

- 14.1. A member of any of the councils who is not a member of the committee or a member of a parish council (in respect of applications relating to sites in their own parish) may speak at a meeting of the committee at the request or with the permission of that committee or of its Chair made or obtained before the meeting.

Such request or permission shall specify the matters in respect of which the member shall be permitted to speak;

[Explanatory note: There might be circumstances in which the Committee may wish to permit a city, district or county councillor to speak on applications even if the application does not relate to her/his ward or division. For instance an executive councillor with relevant strategic responsibility may want to address the committee.]

**15. Development Control Forums**

15.1 The Committee will operate a scheme for development control forums in accordance with Annex B.

**16. Statements of Community Involvement**

16.1 Public consultation in relation to pre application matters shall be dealt with in accordance with the SCI or other appropriate procedures of the Council responsible for issuing the consent



## **Annex A: Public Speaking Rights**

*(Amended by Committee on 16 April 2008)*

### **Public Speaking**

Members of the public, or applicants or their agents, who want to speak about an application which is to be considered at a meeting of the committee can do so if they have:

- In the case of members of the public, already submitted a written representation on an application; and
- Notified the Administrator by 12.00 noon on the day before the meeting.

A member of the public who has made a written representation on a planning application which is to be determined by the committee, will be notified in writing about the committee date and their public speaking rights in the week before the committee meeting.

### **At the Committee Meeting**

A list of public speakers is available at the meeting. Agenda items for which there are public speakers are taken first, normally in the order of the agenda.

Each speaker will be allowed three minutes in which to make their representation. The Chair will tell the speaker when the three minutes has elapsed and the speaker must stop when requested by the Chair. The Chair has discretion to extend this time limit.

If more than one person wants to make a representation about the same application, then they should choose someone to act as a spokesperson. When several people wish to speak on the same application but wish to raise different issues, the Chair may agree to those speakers making representations. In these circumstances, less time may need to be given to each speaker.

The Chair will ask the speaker to come to the table at the beginning of the discussion of the report on the relevant application. The Chair will then invite them to speak following the Officer's introduction to the report on the application.

The speaker should address the Chair of the Committee, which is the normal convention for Committees.

At the conclusion of a statement by a public speaker, members may ask the Chair to put questions in order to seek clarification on matters of fact but not matters of opinion, of points made by the speaker in his or her statement. A public speaker may be asked by the Chair to clarify matters of fact but not matters of opinion after he or she has made a statement. The conclusion of the period of questioning will be at the Chair's discretion. Public speakers will be expected to answer questions briefly and directly, will be asked to leave the committee table at the conclusion of the period of questioning and they will not be permitted to participate in the committee's discussion. At the conclusion of statements by public speakers, the Committee will proceed to discuss and determine the planning application.

Speakers should remember to:

- Keep to 3 minutes or whatever other period has been agreed.
- Keep to the planning issues raised by the application.
- Highlight the main points they wish to raise and be as brief and concise as possible.
- Be courteous.
- At the end of public speaking, the Committee will discuss and determine the planning application.

**Annex B: Development Control Forums.****Development Control Forums are triggered by receipt of a qualifying petition**

## Receipt of Petitions and Notification of Development Control Forum

1. Neighbour consultation letters on planning applications within the remit of the committee shall include information about the scheme for development control forums and the relevant consultation period.
2. A Petition should be sent to the Administrator and should identify the matter to which it relates and the grounds of concern.
3. The Administrator will:
  - (a) Liaise with the Planning case officer to obtain the following information:
    - \* The expiry date of the relevant consultation period;
    - \* The addresses of the applicant and agent.
  - (b) Check whether the petition meets the criteria established in the scheme – i.e.:
    - \* It contains at least 25 signatures of residents and/or business owners in the County;
    - \* It includes the addresses of those who have signed it;
    - \* It has been received within 7 working days following the end of the relevant consultation period (in the case of petitions of objection) and no later than 6 working days before a Forum meeting (in the case of petitions of support);
    - \* The application is not: a householder application; an application for a certificate of lawful use; or an application for advertisement consent.

## [Note:

- (i) If any of these criteria are not met, the petitioners should be informed in writing that their petition will be reported to the committee, and that a Development Control Forum will not be held.
- (ii) Normally, a Forum will not be convened in the case of petitions relating to amendments to applications, or to applications which have already been the subject of a Forum. However, the Administrator, following consultation with the Chair and Vice Chair, is authorised to decide whether significant new issues are raised, making a Forum appropriate.
- (iii) A Forum will not be held to hear a petition of support alone, except where an application, which has not already been subject to a Forum

meeting, is resubmitted following an earlier refusal of planning permission.

(iv) Petitions may be submitted by email subject to the following:

- An e-mail petition must consist of individual e-mails, showing the sender's e-mail address.
- An e-mail petition must include the sender's postal address.
- The e-mails must be addressed to the organiser (rather than a council or the committee or its members) who must then let the [administrator to be appointed] have print-outs of the requisite number of supporting e-mails.
- Random checks will be carried out on petitioners that have used the e-mail procedure.]

(c) Liaise with the Planning case officer and Chair and spokespersons about the date of the Development Control Forum and fix a date, time and venue. So far as practical at least 10 days (not working days) notice should be given to all those attending under (d). For the avoidance of doubt dates for possible Development Control Forum meetings may be programmed in advance of receipt of petitions.

(d) Send written invitations to:

- \* The lead petitioners;
- \* The applicants and agents;
- \* Committee members;
- \* Ward councillors;
- \* Planning officers;

**The press will also be informed.**

The invitations to the meeting should include:

- \* A short summary of the application details (to be provided by the planning case officer);
- \* The case officer as a contact point for planning enquiries and the Administrator for queries about the petition process;
- \* An explanation of the fact that up to three representatives of the petitioners and up to three representatives of the applicants may attend and speak;
- \* Petitioners to be invited to contact the officers for a briefing on the procedures at the Forum.

(e) Inform all other councillors of the three councils that the meeting is taking place.

4. If two or more petitions are received relating to the same planning application, the following procedure should be applied:

- \* In the case of two or more petitions opposed to the application, or two or more petitions in support of the application, the petitioners will be encouraged to make a

joint presentation. If agreement on this is not possible between the petitioners, they would share the time allocations given in paragraph 9.

## Development Control Forum Meetings

5. The Press and Public are entitled to attend meetings as observers.
6. The Development Control Advisor or other A senior planning officer (other than one of the case officers involved in dealing with the application) will chair the meeting.
7. The style of the Forum will be informal, but the authority of the Chair must be recognised. The decision of the Chair on any question of procedure will be final. No votes will be taken.
8. The main purpose of Forum meetings is to enable petitioners and applicants to give their views and to provide the means by which consensus can be built between the parties.
9. The format of the Forum will be as follows for each application:
  - \* Presentation of the application by the applicant/agent (up to three representatives) - up to 20 minutes;
  - \* Presentation of the views of the petitioners against the application (up to three representatives) - up to 20 minutes;
  - \* Presentation of the views of the petitioners in support of the application (where applicable) (up to three representatives) - up to 20 minutes;
  - \* Presentation by the case officer - up to 10 minutes;
  - \* Member questions and issues arising - up to 30 minutes;
  - \* Summing up by the applicants/agents - up to 5 minutes;
  - \* Summing up by the petitioners against the application - up to 5 minutes;
  - \* Summing up by the petitioners in support of the application - up to 5 minutes;
  - \* Final comments of the Chair.

## After the Meeting of the Forum

10. The Administrator will take minutes of the meeting. The minutes will be a summary of the issues raised and should not be taken to express a view or decision which is in any way binding on the committee. The minutes will be circulated in draft to the Chair of the Forum, the Chair and Vice Chair of the committee and the case officer and finalised within 5 working days of the Forum. Copies of the finalised minutes will be sent, for information, to:
  - \* The petitioners' representatives at the meeting;
  - \* The applicants' representatives at the meeting;
  - \* Ward councillors;
  - Committee members
    - the Parish Councils of the areas to which the application relates.

The minutes, and the text of the petition, will also be appended to the report to the committee which invites it to determine the application.

11. The case officer should contact the applicants/agent after the meeting to discuss whether a meeting would be helpful to discuss the issues raised at the Forum and to discuss any changes that may be necessary to the application. The applicant will be encouraged to keep in direct contact with the petitioners and to seek their views on any amendment/s.
12. The case officer will inform the petitioners' representatives of any amendments to the application. Normally, no further Development Control Forum will be held if the planning application is amended - see paragraph 3 (b) (ii).
13. The petitioners' representatives will be informed of the date of the meeting at which the application is to be considered by the committee and will be sent copies of the committee report. The petitioners and applicants will be asked to send any further comments they may have on the report to the planning case officer as soon as possible, so that they can be circulated in good time to members of the committee.

## **Annex C: Costs Sharing Protocol**

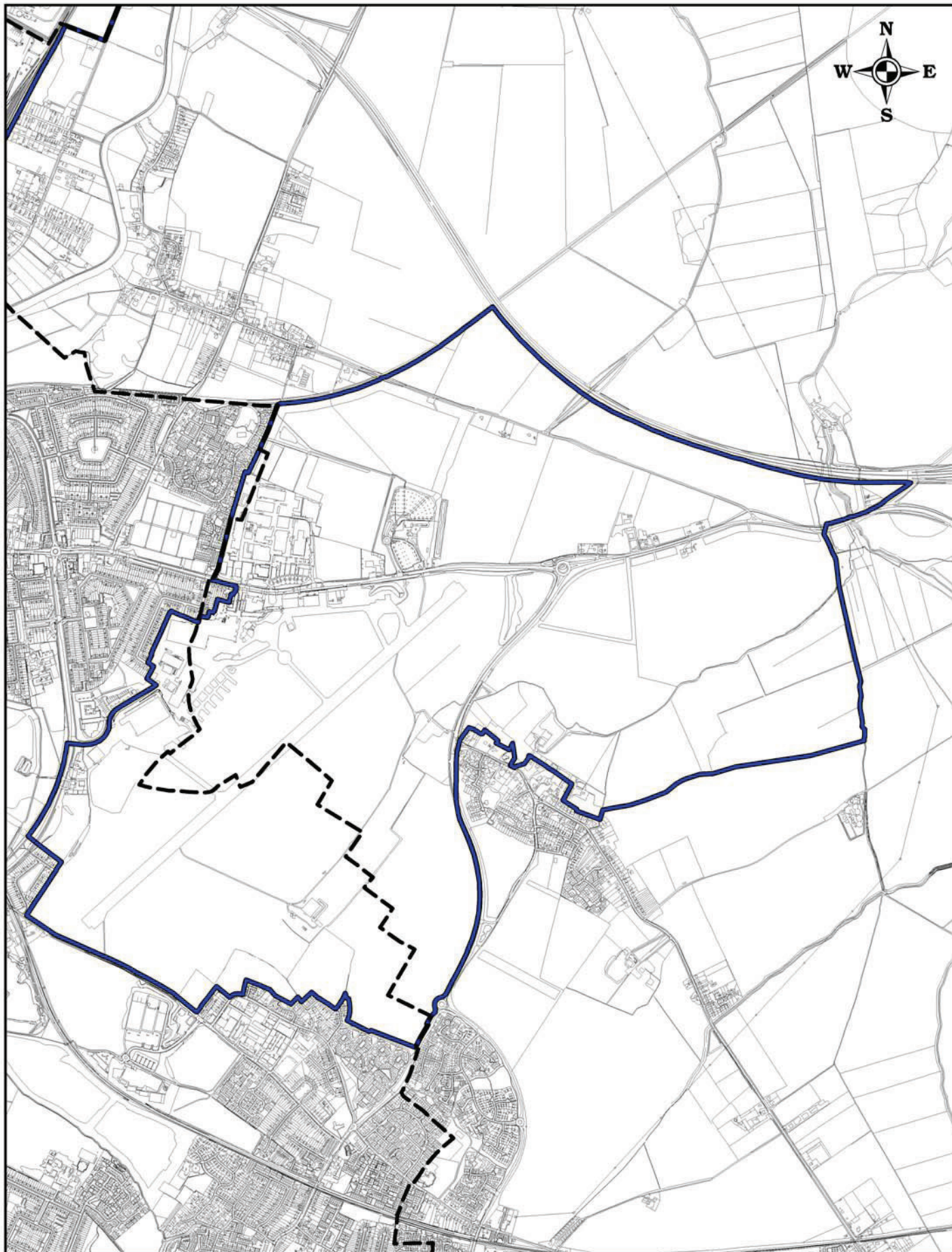
The ongoing costs incurred in relation to the administration of the Committee, legal support and planning consultancy costs shall be borne initially from the joint planning budget administered through Cambridgeshire Horizons and thereafter in equal shares by the participating authorities.

Exceptional costs that arise in relation to, for example, appeals and legal proceedings will be borne:

- i) from the joint planning budget;
- ii) where there is insufficient funds within the joint planning budget, then the costs shall be shared proportionally by the Councils which are entitled to vote on the matters which give rise to the costs.



**Appendix 3 Maps**

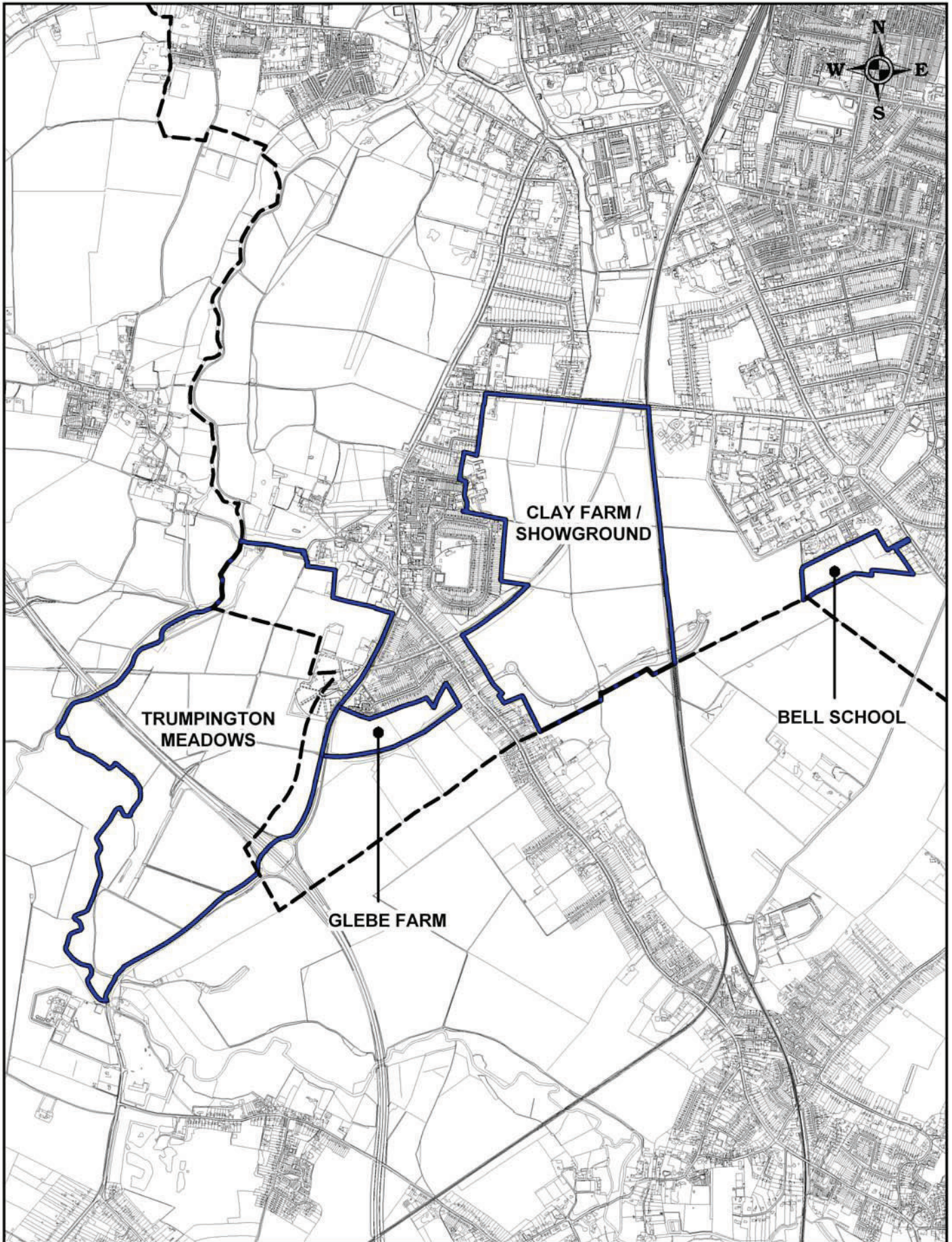


**Cambridge East**  
Area within which Major Applications  
will be referred to Joint Development Control  
Committee

Date:	25/03/2010
Produced by:	Michael Sexton
Service:	Planning Policy
Scale:	1:20,000 @ A4

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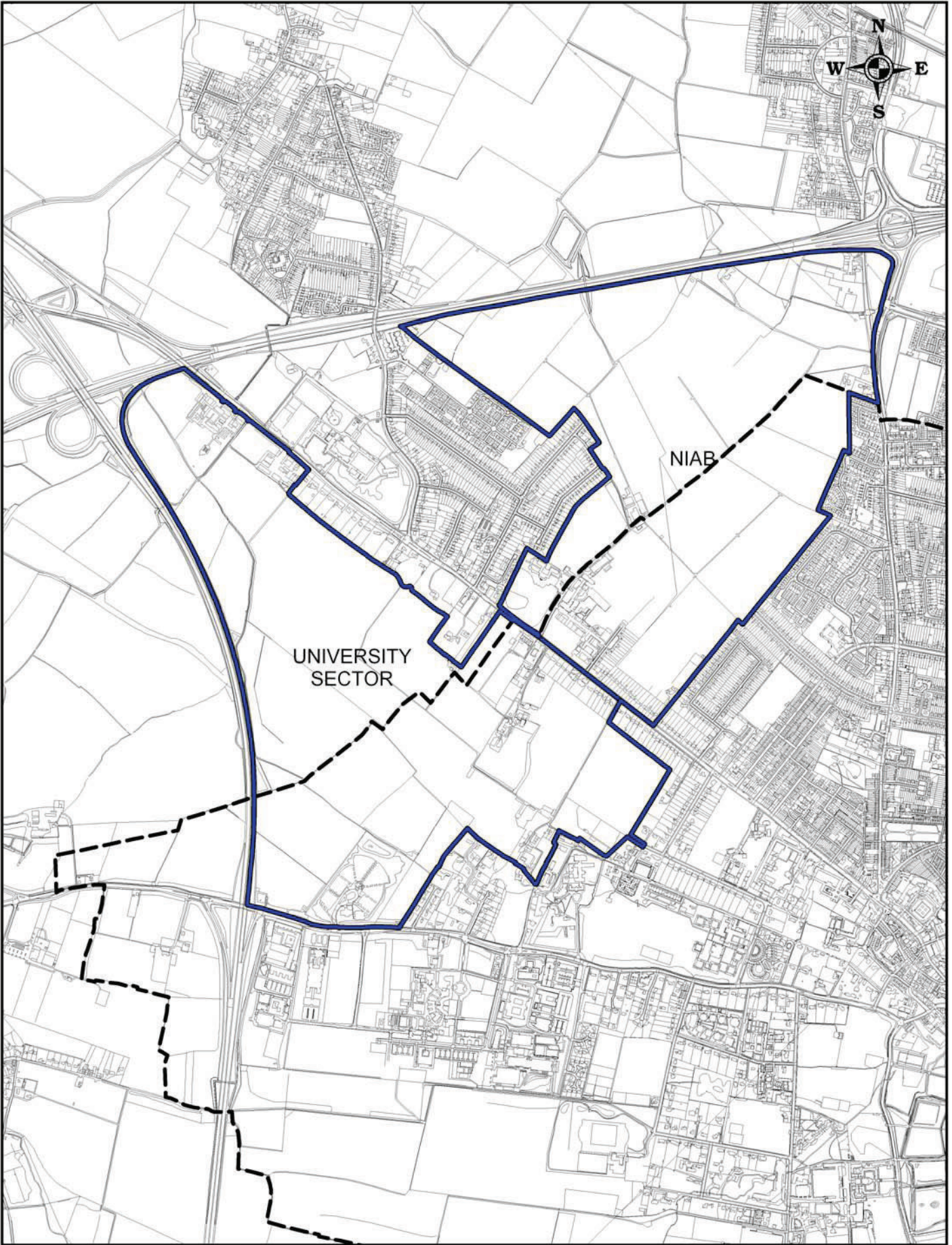


**Cambridge Southern Fringe**  
 Area within which Major Applications  
 will be referred to Joint Development Control  
 Committee

Date:	25/03/2010
Produced by:	Michael Sexton
Service:	Planning Policy
Scale:	1:25,000 @ A4

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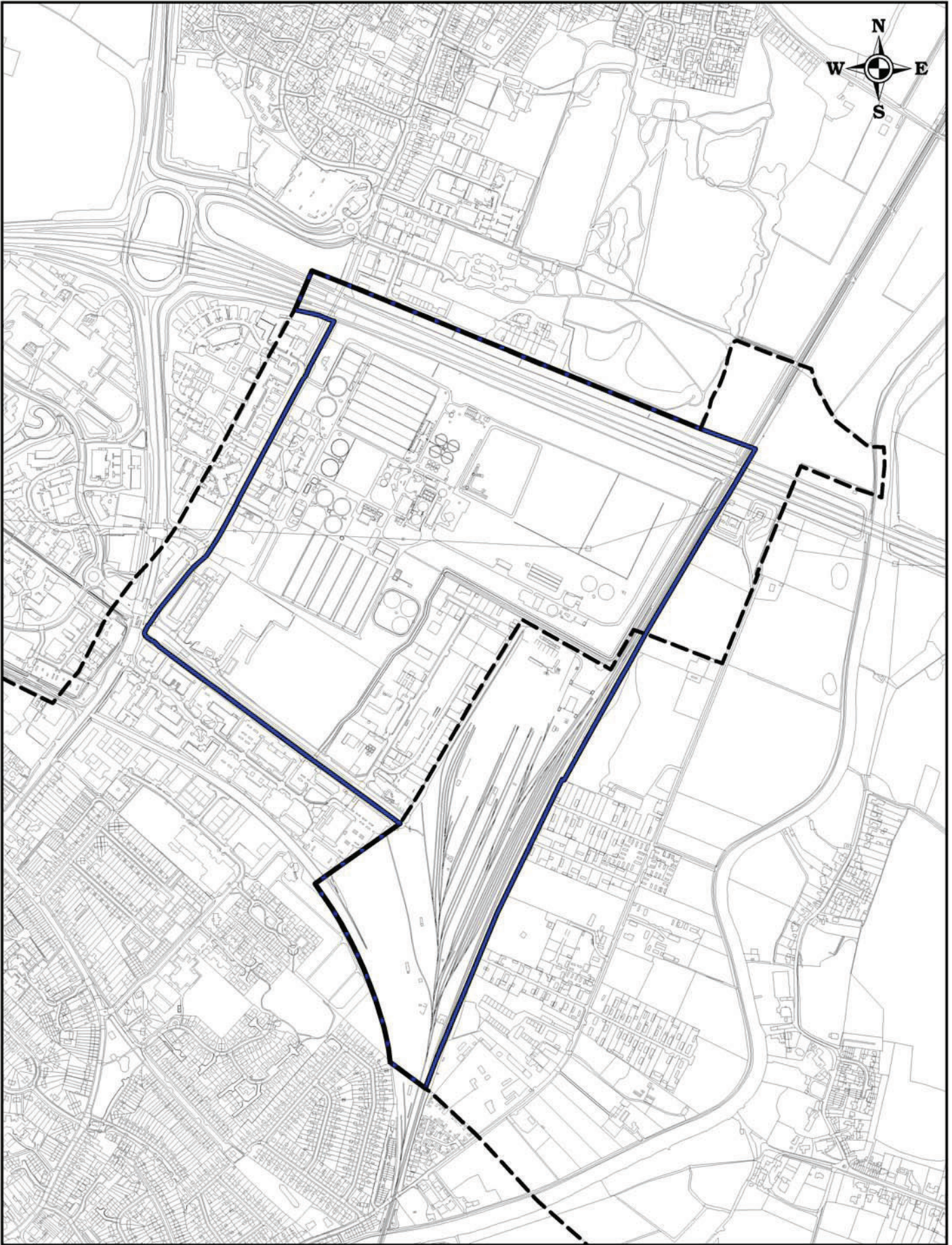


**North West Cambridge**  
Area within which Major Applications will be referred to Joint Development Control Committee

Date:	25/03/2010
Produced by:	Michael Sexton
Service:	Planning Policy
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**Northern Fringe East**  
Area within which Major Applications  
will be referred to Joint Development Control  
Committee

Date:	25/03/2010
Produced by:	Michael Sexton
Service:	Planning Policy
Scale:	1:10,000 @ A4

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## APPENDIX B of Report to Cabinet

### PROPOSED CHANGES TO TERMS OF REFERENCE FOR JOINT DEVELOPMENT CONTROL COMMITTEE CAMBRIDGE FRINGES: SHOWING CHANGES FROM DOCUMENT APPROVED IN 2007

#### 1. Parties:

Cambridge City Council  
Cambridgeshire County Council  
South Cambridgeshire District Council  
(‘the Councils’)

#### 2. Status:

The Joint Development Control Committee ~~is~~ (‘the Committee’) is a joint committee ~~to be~~ formed by resolutions of the Councils pursuant to section 101(5), Local Government Act, 1972.

#### 3. Membership:

6 Members appointed by Cambridge City Council  
4 Members appointed by Cambridgeshire County Council  
6 Members appointed by South Cambridgeshire District Council

#### 4. Terms of reference:

- 4.1 The Committee’s remit is to discharge the functions (‘the functions’) set out in Appendix 1, the exercise of which have been delegated to the Committee by the parties, subject to the limitation in paragraph 4.2. ~~The functions delegated include the power of the Councils to determine planning applications by virtue of Regulation 3 of the Town and Country Planning General Regulations 1992.~~

- 4.2 The Committee shall ~~only~~ discharge the functions in respect of major developments<sup>1</sup> and related applications – falling wholly or substantially within the areas shown edged in blue on the plans forming Appendix ~~2~~ 3 and ancillary ~~applications—developments~~ relating to such Major Developments referred to it by the relevant Head of Planning of the Council issuing the consent for the Major Development in question. ~~‘Major development’ is defined by reference to Article 1 of the Town and Country Planning (General Development Procedure) Order 1995 as in force on 1 May 2007 or as subsequently amended or replaced.~~
- 4.3 The Committee may exercise the subsidiary powers authorised pursuant to section 111, Local Government Act 1972 in connection with the discharge of the functions.
- 4.4 The Committee may exercise the powers of delegation contained in section 101(2), Local Government Act 1972.
- 4.5 All members shall be entitled to vote on the following applications: Trumpington Meadows; Cambridge Northern Fringe East; Cambridge East; Northwest Cambridge including all of the NIAB site; Glebe Farm. Only the City and County members shall be entitled to vote on Clay Farm-Showground and Bell School.

## 5. Standing Orders

- 5.1 The Committee shall be governed by the Standing Orders set out in Appendix ~~3~~ 2, as amended from time to time.

## 6. Administration

- 6.1 The ~~Council Party~~ which is the local planning authority shall receive applications ~~relating to the functions~~ in the usual way and shall be responsible for all consequential administration. ive stages leading to and flowing from the exercise of the functions.

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<sup>41</sup> A ~~major~~ development is defined by reference to Article 1 of the Town and Country Planning (General Development Procedure) Order 1995 as in force on 1 March 2010 or as subsequently amended or replaced and means development including any one or more of the following:

(a) the mining and working of minerals

~~(a)~~(b) waste development;

~~(b)~~(c) the provision of dwelling-houses where

(i) the number of dwelling-houses to be provided is 10 or more; or

(ii) the development is to be carried out on a site having an area of 0.5 hectares or more and it is not known whether the development falls within paragraph (c)(i);

~~(c)~~(d) the provision of a building or buildings where the floor space to be created by the development is 1,000 square metres or more; ~~[clarify for article 3s in relation to things like libraries which may be smaller size]~~ or

~~(d)~~(e) development carried out on a site having an area of 1 hectare or more.

~~(e)~~ Regulation 3 developments for all new facilities

6.2 Cambridge City Council's staff shall be responsible for all matters connected with the administration of the Ccommittee, including the preparation and dispatch of agendas and securing premises at which the committee may meet. Decision notices shall be signed by the Director of Joint Planning.

6.3 Costs shall be shared in accordance with the Cost Sharing Protocol set out in Annex C to the Standing Orders.

## Appendix 1

### Functions ~~delegated to~~ of the Committee

1. To ~~The~~ exercise of each of the Councils' powers and duties in relation to development control on Major Developments, ancillary developments, related applications and requests and Reserved Matters applications ~~and ancillary developments including for the avoidance of doubt~~ but not limited to:

- i) the determination of planning applications by virtue of Regulation 3 of the Town and Country Planning General Regulations 1992.
- ii) the power to approve, authorise and direct the respective Councils to negotiate and enter in-to agreements regulating the development or use of land pursuant to S106 of the Town and Country Planning Act 1990, and related powers and to prepare for approval by each Council a scheme of delegation to Officers insofar as this has not been agreed prior to commencement of the Committee and thereafter to keep such scheme of delegation under review.

2. The review, change, amendment or modification of the scheme of delegation to Officers.

## Extract from Appendix 2: Standing Order

### Annex C: Costs Sharing Protocol

The ongoing ~~administrative costs~~ incurred in relation to the administration of the Committee, legal support and planning consultancy costs shall be borne initially from the joint planning budget administered through Cambridgeshire Horizons and thereafter in equal shares by the participating authorities. ~~These costs are assumed to include committee administration and legal support; planning consultancy costs.~~

Exceptional costs that arise in relation to, for example, appeals and legal proceedings will be borne:

i) insofar as they cannot be met via ~~from~~ the joint planning budget;

ii) where there is insufficient funds within the joint planning budget, then proportionately the costs shall be shared proportionally by the Councils which are entitled to vote on the matters which give rise to the costs.

## APPENDIX C of Report to Cabinet

### Scheme of Delegation to Officers agreed 18 July 2007

The following powers are delegated to the Joint Planning Director (Growth Areas) in respect of planning and development control. The Joint Planning Director (Growth Areas) may authorise any other officers within the participating Councils to exercise these powers on his/her behalf. Any officer so authorised may in turn delegate further. Such delegations need not be evidenced in writing.

	<p>1. To determine, and to make decisions in connection with the determination of, all forms of planning and other applications, and all forms of consent and other notifications (as set out in the attached schedule) submitted under the Town and Country Planning Act 1990 (as amended by the Planning and Compulsory Purchase Act 2004) and the Planning (Listed Buildings and Conservation areas) Act 1990 within the terms of reference of the Joint Development Control Committee <b>except</b> in any of the following circumstances:</p>
a)	<p>Where the application is for Outline or Full Permission or is a reserved matters application in respect of:</p> <ol style="list-style-type: none"> <li>1. The provision of dwelling-houses where:           <ol style="list-style-type: none"> <li>(a) the number of dwelling-houses to be provided is 10 or more; or</li> <li>(b) the development is to be carried out on a site having an area of 0.5 hectares or more and it is not known whether the number of dwellings will be 10 or more</li> </ol> </li> <li>2. The provision of a building or buildings where the floor space to be created by the development is 1,000 square metres or more;</li> <li>3. Development carried out on a site having an area of 1 hectare or more.</li> <li>4. Ancillary development related to any of the above.</li> <li>5. Waste development</li> <li>6. Regulation 3 development for all new facilities</li> </ol>
b)	<p>Where:</p> <ul style="list-style-type: none"> <li>- There are any parish council representations that are contrary to the officer recommendation for approval or;</li> <li>- There are other third party representations that are contrary to the officer recommendation for approval that cannot be addressed by conditions or;</li> <li>- The officer recommendation is for refusal, irrespective of the nature of any third party representations received, except where the application is contrary to the development plan.</li> </ul>
c)	<p>The application is advertised as a formal departure from the Local Development Framework and where the officer recommendation is for approval.</p>
d)	<p>The application is submitted by a Member or Chief Officer or planning officer of any member of the Councils or a Board Member, Chief Executive or Directors of Cambridgeshire Horizons.</p>



e)	The application is one where, within 21 days of being notified of the application or within 14 days of receipt of any subsequent material amendment to the proposal, any Member of the City Council or of the District Council or any member of the County Council representing a ward within the City of Cambridge or South Cambridgeshire requests in writing (including e-mail), that the application should be determined by Committee, stating the planning grounds on which the request is based.
f)	The application is one that officers consider should be determined by Committee because of special planning policy or other considerations.
2. In respect of or arising out of Major or ancillary developments (as defined in the Committee's terms of reference) exercise the Committee's planning enforcement powers (apart from serving enforcement notices under S 171) (subject to prior consultation with the relevant Council's Chief Legal Officer). and to instruct the relevant Council's Chief Legal Officer to commence legal proceedings relating to planning enforcement other than commencing prosecutions provided that any action taken is reported to Committee thereafter.	
3. To act on behalf of the Committee (after consultation, if practicable with the Chair of the Committee and the Chief Planning Officers of the three Councils) in cases of urgency or emergency. Any such action is to be reported as soon as possible to the Committee.	
<b>Note:</b> Notwithstanding the provisions contained within this Scheme of Delegation, officers will use their discretion and judgment to decide whether to refer any matter contained within this Scheme to Committee for determination, which in their view raises contentious, sensitive or significant policy issues, or where it would be otherwise beneficial for the decision to be made by Members.	
<b>Schedule referred to in Delegation 1 above</b>	
Applications and other forms of consent/notification referred to in Delegation A1 include:	
a)	Outline and full planning permission and any subsequent pre- and post-decision amendments.
b)	Reserved matters following outline planning permission and any pre- and post-decision amendments.
c)	Renewals of planning permission and any pre- and post-decision amendments.
d)	Removal/variation of planning conditions.
e)	Discharge of conditions.
f)	Advertisement consent.
g)	Lawful Development Certificates.
h)	Regulation 3 applications.
i)	Settling the terms of planning agreements under section 106, Town and Country Planning Act 1990 and other legislation in accordance with the terms of any resolution or decision to grant planning consent.
j)	Listed Building Consent.
k)	Conservation Area Consent.
l)	Screening and scoping opinions under the Town and Country Planning (Environmental Impact Assessment) (England and Wales) Regulations 1999, or any subsequent amendment to those Regulations.

**SOUTH CAMBRIDGESHIRE DISTRICT COUNCIL**

<b>REPORT TO:</b>	Leader and Cabinet	8 April 2010
<b>AUTHOR/S:</b>	Chief Executive / Corporate Manager (Community and Customer Services)	

**LOCAL AREA AGREEMENT 2008-2011: ANNUAL REFRESH**

**Purpose**

1. To endorse the refreshed Cambridgeshire Local Area Agreement 2008-2011, which has been discussed and agreed between the Cambridgeshire Together Board and the Government Office for the East of England (Go-East) and agreed by Cambridgeshire County Council.
2. This is not a key decision, however, is presented due to the requirement for the Council to have regard to the Local Area Agreement (LAA). It was first published in the December 2009 Forward Plan.

**Background**

3. Once agreed by the Secretary of State the responsible local authority (County Council) and its partner authorities must, in exercising its functions, have regard to every local improvement target specified in the local area agreement that relates to it.
4. The County Council may amend or remove a local improvement target with the consent of each partner authority to which the target relates and after consulting each other person to whom it relates.
5. Cambridgeshire Together adopted the LAA in June 2008. The LAA initially included 34 priority indicators and targets agreed with central government, 16 statutory targets on educational attainment, and five local priorities. An additional indicator (171 New Business Registration) was added in 2009.
6. At the time of signing off the agreement in June 2008, there were a number of gaps where targets had not been agreed for those priority indicators where baseline information was not available, and/or where final definitions were yet to be published by central government. It was then understood that 2008 would be a transitional year with a view to negotiate such targets at the annual refresh in 2009.
7. In 2009 a revised LAA was agreed with the Government Office for the East (Go-East), which contained a number of changes. In summary these were:
  - **Agreement of targets for performance indicators included in the LAA where performance data was not available** – included in this category were four indicators measured by the Place Survey (NI 1, 4, 5 and 17).
  - **Review of targets for areas affected by the economic downturn** – targets on housing (NI 154 and 155) were reviewed but not changed and resubmitted to government taking account of the impact of the economic downturn on partners' ability to deliver stretch targets on growth.
  - **Replacement of indicators (new indicator replacing an existing LAA indicator)** – a couple of changes were made to the LAA where an existing LAA

indicator and target was deleted from the agreement and replaced by a new priority indicator/target. NI 15 (most serious violent crime) was deleted from the LAA and replaced by NI 20 (assault with less serious injury); and NI 147 (care leavers in Education, Employment & Training (EET)) was deleted from the LAA and replaced by NI 117 (16-18 year olds Not in Education, Employment & Training (NEET)).

- **Proposed new indicators for inclusion in the LAA (in addition to existing ones)** – two new priority indicators were agreed for inclusion in the LAA under economic prosperity and safer and stronger communities respectively. NI 171 (new business registration rate), and NI 21 (dealing with local concerns about antisocial behaviour and crime issues by the local council and police). NI 21 was designated a local target.

8. In addition, the following additional changes were also reflected in the new LAA in 2009 regarding the statutory indicators on educational achievement due to changes in government policy. The following indicators were therefore removed from the national indicator set and LAAs:

- NI 74: proportion of pupils achieving level 5+ in both English and maths
- NI 83: proportion of pupils achieving level 5+ in science
- NI 95: proportion of pupils making 2 levels progress in English Key Stage 2-3
- NI 96: proportion of pupils making 2 levels progress in maths Key Stage 2-3
- NI 97: proportion of pupils making 2 levels progress in English Key Stage 3-4
- NI 98: proportion of pupils making 2 levels progress in maths Key Stage 3-4

#### **Changes to the LAA Indicators and Targets for 2010**

9. Compared to 2009, the amount of changes to the LAA this year are much smaller, with the most important changes being to those targets related to employment and growth, i.e. those most affected by the economic downturn. Other changes are either purely technical or finalised now that sufficient baseline data has been collected during 2009.
10. **Review of targets for areas affected by the economic downturn** – targets for housing development have been reviewed and resubmitted to government taking account of the impact of the economic downturn on partners' ability to deliver stretch targets on growth. Specific indicators affected are NI 154 new homes and NI 155 affordable housing. In addition, targets related to economic prosperity (NI 152 – working age people on out of work benefits and NI 171 new business registration) have been reviewed.
11. **Technical adjustment to targets** – these relate to the Place Survey NIs (1, 4 and 17) and means the level of performance stretch between the baseline and the target remains the same.
12. **New targets to be set now baseline has been established** – these relate to NI 54 (services for disabled children and NI 125 independence for older people). Target can now be set on the basis that a baseline has been established.
13. The government has also offered Cambridgeshire the chance to remove NI 112 (Under 18 conception rate) from those targets included in the reward grant calculation. The recommendation from the Children and Young People's Partnership is that this target be removed. However, the NI remains part of the LAA.

14. Other minor adjustments have been made to NI 5 (overall satisfaction), NI17 (perceptions of antisocial behaviour), NI 32 (repeat incidents of domestic violence), NI 115 (substance misuse by young people) and NI 182 (satisfaction of businesses with local authority regulation services), but these do not form part of the formal refresh process with Go-East and government.
15. A table containing the new targets and other changes is set out in **Appendix A** of this report.

### Options

16. The option are to:
  - (i)
    - (a) endorse the refreshed Local Area Agreement, and
    - (b) have regard to every local improvement target specified in it that relates to the Council, or
  - (ii) reject the refreshed Local Area Agreement, which could result in damaged relations with partners.

### Implications

17. Financial	The nature of the LAA is such that in return for achieving a range of targets, the County Council and its partners can attract up to £3.3m in reward money. A detailed review of current performance and its impact on attracting the maximum reward grant was recently carried out. Overall, it should be noted that Go-East remains pleased with progress against the LAA.
Legal	By signing off the LAA, the County Council is meeting its statutory obligations as the lead authority for LAAs in 2-tier areas.
Staffing	Relevant members of staff are aware of the refreshed targets and continue to work towards meeting those targets.
Risk Management	Cambridgeshire Together, the thematic partnerships and Local Strategic Partnerships (LSPs) manage any risks associated with the LAA. A Risk Policy is being developed for the new joint Cambridge and South Cambridgeshire LSP, which will replace the current risk management arrangements in place for the South Cambridgeshire LSP.
Equal Opportunities	A large number of targets related to access and inclusion are included in the LAA. Those related to NI 112 (Under 18 conception rate), NI 54 (Services for disabled children) and NI 125 (Achieving independence for older people through rehabilitation/intermediate care) have all been refreshed as a result of this year's review.

### Consultations

18. Individual thematic strategic partnerships and the Cambridgeshire Together Board have been involved in the refresh process.
19. On 23 February 2010 Cambridgeshire County Council resolved to agree:
  - (a) the changes made to the LAA as part of the refresh, including changes to National Indicators (NIs) 152, 154, 155, 171, 1, 4, 17, 54 and 125, and

(b) to remove NI 112 from the reward grant calculation.

**Effect on Strategic Aims**

20.	<p><b>Commitment to being a listening council, providing first class services accessible to all.</b></p> <p>LAA indicators and actions on NI 4 (% of people who feel they can influence decisions in their locality), for example, support this aim.</p> <p><b>Commitment to ensuring that South Cambridgeshire continues to be a safe and healthy place for all.</b></p> <p>LAA indicators and actions on NI 16 (serious acquisitive crime rate), NI 17 (perceptions of antisocial behaviour), NI 32 (repeat incidents of domestic violence) and NI 56 (Obesity among primary school children in year 6), for example, support this aim.</p> <p><b>Commitment to making South Cambridgeshire a place in which residents can feel proud to live.</b></p> <p>All indicators and actions, including NI 5 (overall / general satisfaction with the local area) support this aim.</p> <p><b>Commitment to assisting provision for local jobs for all.</b></p> <p>LAA indicators and actions on NI 163 (working age population qualified to at least level 2 or higher) and NI 171 (new business registration), for example, support this aim.</p> <p><b>Commitment to providing a voice for rural life.</b></p> <p>LAA indicators and actions on NI 4 (% of people who feel they can influence decisions in their locality) and NI 7 (environment for a thriving third sector), for example, support this aim.</p>
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**Recommendation**

21. It is recommended that Cabinet,
- (a) endorse the refreshed Local Area Agreement, and
  - (b) have regard to every local improvement target specified in it that relates to the Council.

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

Local Area Agreement 2008-11

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

**APPENDIX A**

Priority Area	Indicator(s), including those from national indicator set	Target re-negotiated / revisited?	Lead Officer & Thematic Strategic Partnership	Baseline	Target 08/09	Target 09/10	Target 10/11	Comments
Economic Prosperity	NI 152 - Working age people on out of work benefits (Fenland only)	Yes	Mark Green, Job Centre Plus Greater Cambridgeshire Partnership (GCP)	-2.9 percentage point gap between the Fenland and regional averages	-	-	Maintain a -3.6 % point gap between the Fenland and regional averages	Unlocked economic indicator, therefore eligible for renegotiation. Initially an absolute target to improve on the baseline figure by 0.8 pp (11.9% to 11.1%). However, the gap between the 09/10 target and the actual (13.4%) is -1.9 pp. Therefore it has been decided to re-specify the target to be relative to the regional average and the target for 2010/11 is to maintain a gap of -3.6 pp between the Fenland and regional averages based on the Q2 2009 gap between Fenland (13.4%) and the region (9.8%).
	NI 163 – Working age population qualified to at least level 2 or higher	No	Sue Churchill, Learning and Skills Council GCP	72.6% 2006	-	75%	76%	
	NI 171 New business registration	Yes	Martin Garratt GCP	(avg over 2005-07) 100.8% of regional average (revised baseline – previously 100.7%)	-	101% of the regional average	98% of regional average	Unlocked economic indicator, therefore eligible for renegotiation. Initially a convergence target to perform at 101% of the regional average. However given impact of recession on performance in 2008 (89% of the regional average), target for 2010/11 renegotiated to perform at 98% of the regional average. Also, 05-07 average baseline adjusted to reflect the revised 2007 rates, making it 100.8% of the regional average (58.4) – 0.1pp more than the previous baseline.
	NI 182 – Satisfaction of businesses with local authority regulation services	Yes	Julia Barrett, CCC GCP	77%	-	78.5%	80%	Baseline now confirmed.
	NI 8 – adult participation in sport	No	Simon Fairhall Living Sport	22.2% 2005/06	23.2%	24.7%	26.2%	

Priority Area	Indicator(s), including those from national indicator set	Target re-negotiated / revisited?	Lead Officer & Thematic Strategic Partnership	Baseline	Target 08/09	Target 09/10	Target 10/11	Comments
Managing Growth	NI 154 – Net additional homes provided	Yes	Alex Plant Cambridge-shire Horizons	3,451	2,813	2, 024	3,011 (3 yr total 7,848)	Target for 9/10 was 2,871. Target for 10/11 was 3,839.
	NI 155 – Number of affordable homes delivered (gross)	Yes	Alex Plant Managing Growth Partnership	759 (22%) 3 yr average over previous 3 years	924	960	1,146	Target for 9/10 was 1,105. Target for 10/11 was 1,344.
	NI 159 – supply of ready to develop housing sites <b>(LOCAL TARGET)</b>	No	Alex Plant Managing Growth Partnership	tbc	tbc	tbc	tbc	Decision yet to be made on setting targets for this NI
	NI 5 – overall / general satisfaction with the local area <b>(LOCAL TARGET)</b>	Yes	Mark Lloyd, CCC Public Service Board	86.% (2008)	-	89%	89%	Technical adjustment – no change required to performance level.



Priority Area	Indicator(s), including those from national indicator set	Target re-negotiated / revisited?	Lead Officer & Thematic Strategic Partnership	Baseline	Target 08/09	Target 09/10	Target 10/11	Comments
Environmental Sustainability	NI 177 – Local bus passenger journeys	No	Mark Kemp, Cambs County Council CCC Env. Sustainability	20,150,000 2006/07	20,850,000	21,800,000	22,500,000	
	NI 186 - Per capita CO2 emission in the LA area	No	Julia Barrett, CCC Env. Sustainability	9.6 tonnes per capita 2005	3.67% reduction against baseline	7.33% reduction against baseline	11% reduction against baseline	
	NI 188 – Adapting to climate change	No	Julia Barrett, CCC Env. Sustainability	Level 0 Overall county assessment	Level 1	Level 1	Level 2	
	NI 197 – Improved local biodiversity	No	Julia Barrett, CCC Env. Sustainability	138 sites (33% of total sites) 2007	155 sites (38% of total sites)	185 sites (45% of total sites)	215 sites (52% of total sites)	

Priority Area	Indicator(s), including those from national indicator set	Target re-negotiated / revisited?	Lead Officer & Thematic Strategic Partnership	Baseline	Target 08/09	Target 09/10	Target 10/11	Comments
Equality and Inclusion	NI 198 – Children travelling to school (mode of travel used)	No	Adrian Loades, CCC Cambridgeshire Horizons	23.75% by car 06/07	22%	21%	20%	
	NI 123 - 16+ current smoking prevalence (Four week quitters)	No	Liz Robin, NHS Cambs Health and Well-Being (HW)	583 per 100,00 2007/08	711 per 100,000 pop	654 per 100,000 pop	667 per 100,000 pop	East of England strategic Health Authority (SHA) have carried out a healthy lifestyle survey across the region which demonstrates that the proportion of smokers in the population of Cambridgeshire is <b>lower</b> than the estimate which was used to set the smoking quitter targets
	NI 70 – Hospital admissions caused by unintentional and deliberate injuries to children and young people	No	Charlotte Black, CCC Children and Young People (CYP)	107.9 per 10,000 pop 2006	90.7 per 10,000 pop	87.5 per 10,000 pop	84.5 per 10,000 pop	
	NI 120 – All age all cause mortality in the 20% most deprived areas in Cambridgeshire	No	Liz Robin, NHS Cambs H&W	Males 2005 (2004/06) 756.5 Females 2005 (2004/06) 554	Males 707 Females 523	Males -686 Females 510	Males 667 Females 498	

Priority Area	Indicator(s), including those from national indicator set	Target re-negotiated / revisited?	Lead Officer & Thematic Strategic Partnership	Baseline	Target 08/09	Target 09/10	Target 10/11	Comments
<b>Equality and Inclusion</b>	NI 110 – Young people’s participation in positive activities	No	Adrian Loades, CCC CYP	76.2% 08/09	-	80%	83.5%	
	NI 111 – First time entrants to the Youth Justice System	No	Adrian Loades, CCC CYP	1,740 per 100K population 07/08	-	1,680 per 100K population	1,640 per 100K population	
	NI 112 – Under 18 conception rate	Yes	Adrian Loades, CCC CYP	-16.2% 2006	-30.6%	-37.7%	-45%	Proposed to remove from reward grant calculation. No change to targets.
	NI 51 - Effectiveness of child and adolescent mental health services	No	Niki Clemo, CCC CYP	12 07/08	13	13	16	
	NI 54 – Services for disabled children	Yes	Niki Clemo, CCC CYPSP	59% 08/09	-	63%	63%	Baseline and target now agreed.
	NI 69 – Children who have experienced bullying ( <b>LOCAL TARGET</b> )	Yes	Niki Clemo, CCC CYP	48.9% 08/09	-	47%	45.5%	Target for 10/11 to be confirmed after June when end of year results have been calculated and Department Children schools and Families(DCSF) have issued guidance on performance thresholds.

Priority Area	Indicator(s), including those from national indicator set	Target re-negotiated / revisited?	Lead Officer & Thematic Strategic Partnership	Baseline	Target 08/09	Target 09/10	Target 10/11	Comments
Equality and Inclusion	NI 135 – carers receiving needs assessment or review & a specific carers service, or advice and information	No	Claire Bruin, CCC H&W	12%	16%	21%	27%	
	NI 136 – people supported to live independently through social services	No	Claire Bruin, CCC Cambs Care Partnership (CCP)	2,912	3,388	3,272	3,436	
	NI 141 – number of vulnerable people achieving independent living	No	Claire Bruin, CCC H&W	62.2%	65%	67.5%	70%	
	NI 117 16-18 in NEET.	No	Niki Clemo, CCC CYP	5% 07/08	5%	4.8%	4.4%	Cambridgeshire Together (CT) Board agreed last year to include this PI in the LAA in lieu of the previously existing NI 148 – care leavers in EET (the latter has been taken out of the LAA)
	NI 56 - Obesity among primary school children in year 6	No	Val Thomas, NHS Cambs H&W	17% 08/09	16.3%	16.9%	16.9%	
	NI 125 – Achieving independence for older people through rehabilitation/ intermediate care	Yes	Alex Ridgeon/ Mandy Renton, NHS Cambs H&W	60%	79%	78%	81%	Targets have been refreshed nationally as the original targets were based on some pilot work that produced unrealistic baselines. Year one (2009/10) produced more robust data for setting targets. Baseline and target agreed with Go East.

Priority Area	Indicator(s), including those from national indicator set	Target re-negotiated / revisited?	Lead Officer & Thematic Strategic Partnership	Baseline	Target 08/09	Target 09/10	Target 10/11	Comments
Equality and Inclusion	NI 131 – Delayed transfers of care from hospital -(per 100,000)	No	Mandy Renton, NHS Cambs H&W	43	10.2	9.5	8.9	
Safer & Stronger Communities	NI 1 - % of people who believe people from different backgrounds get on well together	Yes	Stephen Moir and Mike Davey, CCC Safer & Stronger (S&S)	79%	-	82%	82%	Technical adjustment – no change required to performance level. Baseline and target agreed now agreed.
	NI 4 - % of people who feel they can influence decisions in their locality	Yes	Mike Davey, CCC S&S	30.5%	-	33.5%	33.5%	Technical adjustment – no change required to performance level. Baseline and target agreed now agreed.
	NI 7 – environment for a thriving third sector	No	Mike Hosking CCC S&S	15.3% (tentative)	-	-	3.9% points improvement from baseline	A measurable improvement, calculated in accordance with published Office of Thrift Supervision (OTS) guidance. Based on the results of the 2008 national survey of third sector organisations, it is estimated that the required improvement in Cambridgeshire will be 3.9 percentage points. The final target will be confirmed once the 2010 national survey of third sector organisations has reported
	NI 16 – serious acquisitive crime rate	No	Julie Spence, Constabulary S&S	2007 Rate 12.53 (7,390)	Rate reduction to 12.4	Rate reduction to 12.3	Rate reduction to 12.2	

Priority Area	Indicator(s), including those from national indicator set	Target re-negotiated / revisited?	Lead Officer & Thematic Strategic Partnership	Baseline	Target 08/09	Target 09/10	Target 10/11	Comments
Safer & Stronger Communities	NI 17 – perceptions of antisocial behaviour	Yes	Mike Davey, CCC S&S	12.6%	-	9.6%	9.6%	Technical adjustment – no change required to performance level.
	NI 20 – assault with less serious injury	Yes	Julie Spence Constabulary S&S	2, 571 1.013 per 1000	-	5% reduction from baseline over the period 09/11		Baseline now confirmed. Was 2560.
	NI 21 – dealing with local concerns about antisocial behaviour and crime issues by the Local Council and Police <b>LOCAL TARGET</b>	No	Mike Davey and John Raine, CCC & Constabulary S&S	25%	-	tbc	tbc	Safer and Stronger Partnership considers NI17 is the more important target to focus on but are currently reviewing NI21 and will set a target shortly.
	NI 32 repeat incidents of domestic violence	Yes	Mike Davey, CCC S&S	31%	-	28%	28%	Baseline agreed.
	NI 47 – people killed or injured in road traffic accidents	No	Mark Kemp, CCC S&S	2007 418	410	390	360	
	NI 115 – substance misuse by young people <b>(LOCAL TARGET)</b>	Yes	Adrian Loades, CCC CYP	11.8 (Tel Us survey) 08/09	-	9.1	7.9%	Target for 2010/11 must be tentative as results for 09/10 are not available until Feb/March 2010.

## SOUTH CAMBRIDGESHIRE DISTRICT COUNCIL

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<b>REPORT TO:</b>	Leader and Cabinet	8 April 2010
<b>AUTHOR/S:</b>	Executive Director, Operational Services / Corporate Manager, Planning and New Communities	

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**ADDRESSING THE ECONOMIC DOWNTURN  
QUARTERLY REPORT – 1 JANUARY 2010 TO 31 MARCH 2010**

**Purpose**

1. This report updates Cabinet on the delivery of actions proposed to mitigate the impact of the recession on South Cambridgeshire District.
2. This is not a key decision. However, Cabinet had requested quarterly reports and specifically that the measures for payment of invoices be considered at this particular meeting. It has subsequently been agreed that with effect from the next financial year, quarterly reports will be presented to the Planning Portfolio Holder who has responsibility for economic development and an end of year report to Cabinet.
3. **Appendix 1** details the progress made against actions identified in the Cabinet reports of 16 April, 2 July 2009, 1 October 2009 and 14 January 2010.
4. Key activities are:
  - (a) The South Cambridgeshire Business Competition, delivered in partnership with the Chamber of Commerce, Business Link and private sector partners was launched on 16 March 2010 with the Cambridge News and partners. The prize, sponsored by all partners, will result in a bursary of around £30,000. Aimed at stimulating business innovation and start-up, the competition will also enable those who enter to improve their performance. To assist participants in developing their businesses ideas, two practical workshops will be facilitated, designed to aid them in their application for the competition. Additionally, these sessions will help businesses focus on how this might be applied practically in presenting and preparing a business idea. All sponsors to this “Dragon’s Den”- style competition will be promoting the competition, which will see a two-stage application process, with a written application phase resulting in short-listed candidates appearing before the panellists. Panellists are comprised of the business sponsors. The competition will culminate in an award ceremony, following presentations to the panellists, on 30 June 2010 (Refer to Appendix 1, 2 & 3) (Appendices 2 and 3 relate to the competition guidelines and application form and are available as part of the agenda pack on the Council’s website, [www.scambs.gov.uk](http://www.scambs.gov.uk))
  - (b) The volume of undisputed invoices paid within 10 days was 75.48% (December 2009), 67.84 % (January 2010) and 65.84% (February 2010). Together with the figures over the last financial year, the cumulative average of paying invoices within 10 days is 59.31%. At his meeting on the 17 March 2010, the Finance and Staffing Portfolio Holder approved a change to the definition of the relevant performance indicator (SF752) so that it refers to 10 *working* days (rather than elapsed days), and set a target of 70% for 2010/11 in line with existing performance levels. This definitional change is in line with



the Prompt Payment Guidance for Public Sector Organisations published by the Department for Business Innovation and Skills (BIS) in December 2008.

- (c) SMT is now considering the full implementation of paperless procure-to-pay systems that would provide the mechanism by which the Council could aspire to the payment of approaching 100% of undisputed invoices within 10 working days.
- (d) Cabinet in January, considered whether the Council should sign up to the Prompt Payment Code (PPC). No recommendations were made however, and Cabinet did not resolve to take any action in this regard. A BIS initiative, the Prompt Payment Code is hosted by the Institute of Credit Management and *“encourages organisations to pay within the terms agreed in the contracts, thereby helping to tackle the crucial issue of late payments which is now the biggest concern for SMEs”*. See Future steps below.
- (e) The Hardship Rate Relief Scheme has continued to receive applications for assistance. Six requests have been awarded; a further request is pending award, with 5 further requests expected. The cost of awarded hardship rate relief to 28/02/2010 for SCDC is approximately £12, 800, which should rise once the expected and any other requests are awarded. (Refer to item 1 Appendix 1).
- (f) The Business Support Fund with a total value of £50,000 aimed at supporting companies most at risk from the slowing economy delivered in partnership with Business Link continues to show results. To February 2010, 27 businesses have been assisted. Businesses have also been given further Business Link support, giving added value. The scheme has also facilitated ten new companies to Business Link East. (Refer to item 4 of the Appendix 1)

5. Future steps proposed actions over the period are:

- (a) improving the volume of invoices paid within 10 *working* days. Potential actions include:
  - i. signing up to the “Prompt Payment Code”; and
  - ii. investigating the implementation of paperless pay-procure systems across the District Council.

Signing up to the Prompt Payment Code would commit the Council to:

- **Paying suppliers on time** within the terms agreed in the contract, without attempting to change the payment terms retrospectively and without changing practice on length of payment for smaller companies on unreasonable grounds
- **Giving clear guidance to suppliers** - providing suppliers with clear and easily accessible guidance on payment procedures, ensuring there is a system for dealing with complaints and disputes which is communicated to suppliers, and advising them promptly if there is any reason why an invoice will not be paid to the agreed terms
- **Encourage good practice** by requesting that lead suppliers encourage adoption of the code throughout their own supply chains

It should be noted that the Council is already compliant with the first two of these commitments.

- (b) continued implementation of the hardship rate relief scheme building on its present success,
- (c) continue the delivery of the Business Support Fund with Business Link to aid companies requiring specialist business support or training,
- (d) delivering the business competition to stimulate innovation and business start-up, working with the Chamber of Commerce, Business Link and private sector partners. (Reference par 4, bullet point 1 and Appendix 1 and item 4, bullet point 4; Appendix 2 and 3 (being the competition guidelines and application form)
- (e) any remaining funds, as agreed by Cabinet on 14 January 2010 will be applied in support of businesses, in the implementation of the above measures.

### Implications

6.	Financial	<p>Council made available a total of £150,000 to aid businesses in South Cambs affected by the recession.</p> <p>At March 2010, £115, 500 had been spent or committed. This figure includes commitments arising from NNDR hardship relief applications.</p> <p>A contingency fund of £34,500 is available to be allocated to further initiatives as detailed in paragraphs 4 &amp; 5.</p>
	Legal	All measures have been referred for legal advice as appropriate.
	Staffing	The additional tasks are being undertaken having taken into account the reduced numbers of staff in the New Communities team.
	Risk Management	None
	Equal Opportunities	None

### Consultations

- 7. In preparing this report Finance, New Communities, Environmental Health, Community & Customers Services have contributed.

### Effect on Strategic Aims

8.	<p><b>Commitment to being a listening council, providing first class services accessible to all.</b></p> <p>Many of the measures outlined in this report are based on feedback from partner agencies, businesses and local residents, and are intended to support our aim of providing excellent services. A pro-active approach is being taken to the promotion of these measures.</p>
	<p><b>Commitment to ensuring that South Cambridgeshire continues to be a safe and healthy place for all.</b></p> <p>There are well-documented links between economic prosperity, health, wellbeing and community safety. The measures in this report are intended to maintain the local economy.</p>
	<p><b>Commitment to making South Cambridgeshire a place in which residents can feel proud to live.</b></p>

It is hoped that local residents will welcome actions that the council is taking to support businesses through the recession.
<b>Commitment to assisting provision for local jobs for all.</b>
The Council's commitment to support businesses through the recession is a key element of the authority's pledge to assist in providing jobs and prosperity across the district for all residents.
<b>Commitment to providing a voice for rural life.</b>
Small businesses form a key part of the life of a strong rural community.

**Conclusions/Summary**

9. This report provides Cabinet with a brief update on the current position with regard to activities being undertaken to support local businesses and the economy during the recession.

**Recommendations**

10. It is recommended:
  - (a) that the report and progress made on the economic downturn measures be noted,
  - (b) that the Council sign up to the prompt payment code, and
  - (c) that the measures and actions detailed in paragraphs 4, 5 and Appendix 1 be endorsed.

**Background Papers:** the following background papers were used in the preparation of this report: Cabinet Reports: 15 January, 12 February, 16 April, 2 July 2009, 8 October 2009, 14 January 2010.

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

## SUMMARY OF COUNCIL ACTIONS AND PROGRESS TO DATE

Active			
Actions	Timescale	Budgeted	Progress to date and evaluation
<p>1. Hardship Rate Relief:</p> <ul style="list-style-type: none"> <li>Reviewed the existing policy to facilitate the award of rate relief to assist businesses at imminent risk of failure and to ensure a fair allocation process and agreed budget.</li> <li>Continued publicity has been employed through the economic newsletter, website, meetings and contact with businesses.</li> </ul>	Available over 2010/11	£25,000	<p>Scheme available. A marked increase in applications has occurred.</p> <p>6 requests awarded 1 request is pending award 5 requests are expected</p> <p>Cost of awarded hardship rate relief to 28/02/2010 is approximately £12, 800.</p> <p><b>Future Action proposed:</b></p> <p>Continue the scheme.</p>
2. Freeze fees for taxi licensing, trade refuse collection and other environmental health services as recommended by the Portfolio Holder 27 January 2009	Available over 2009/10	£15,500 Actual cost: £17, 150	In place – Completed.
3. Lobby Minister for Local Government regarding NNDR and Minister for Energy regarding fuel poverty issues.	February 2009	-	Minister's response received.

4. Economic Development Programme																					
<ul style="list-style-type: none"> <li>• ‘How to Win Contracts’ event with other public authorities at the Belfry Hotel, Cambourne</li> </ul>	4 June 2009	£3,000	<p>Completed. Attended by 100 businesses (target 70-80). Positive feedback received on practical value of the event.</p>																		
<ul style="list-style-type: none"> <li>• Business Seminar on surviving the economic downturn at Duxford IWM</li> </ul>	1 July 2009	£5,000	<p>Completed. Positive feedback received on practical value of the event.</p>																		
<ul style="list-style-type: none"> <li>• Business Support Growth Fund with vouchers of £1,000 each launched and delivered with Business Link. This offers direct specialist business support for businesses affected by the recession.</li> </ul>	September 2009 – March 2011 or until cash value is achieved.	£50,000	<p>On track</p> <p>The current voucher activity is shown in the table below:</p> <table border="1" data-bbox="1415 632 1917 705"> <thead> <tr> <th>Issued</th> <th>Activated</th> <th>Redeemed</th> </tr> </thead> <tbody> <tr> <td>27</td> <td>21</td> <td>18</td> </tr> </tbody> </table> <p>The vouchers are providing a wide selection of assistance and this is broken down into the following:</p> <table border="1" data-bbox="1415 801 2047 1046"> <thead> <tr> <th>Assistance Sought</th> <th>Number of Companies</th> </tr> </thead> <tbody> <tr> <td>Website Development</td> <td>10</td> </tr> <tr> <td>Training</td> <td>3</td> </tr> <tr> <td>Coaching</td> <td>2</td> </tr> <tr> <td>Marketing Assistance</td> <td>12</td> </tr> <tr> <td><b>TOTAL ASSISTED</b></td> <td><b>27</b></td> </tr> </tbody> </table> <p>10 of these organisations were also new to the Business Link East service, showing added value in that the programme has delivered additional businesses to be assisted by means of Business Link</p> <p><b>Future Action:</b> Further marketing with Business Link and partners in January 2010 has resulted in additional interest. Marketing will be on-</p>	Issued	Activated	Redeemed	27	21	18	Assistance Sought	Number of Companies	Website Development	10	Training	3	Coaching	2	Marketing Assistance	12	<b>TOTAL ASSISTED</b>	<b>27</b>
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<ul style="list-style-type: none"> <li>Business competition (“Dragon’s Den”- style) to stimulate business start-up. Delivered in partnership with the Chamber of Commerce, Business Link and the private sector.</li> </ul>		<p>£10,000 for SCDC Total value of £30, 000 with sponsorship.</p>	<p>going with Chambers, FSB and partners. Current.</p> <ul style="list-style-type: none"> <li>Business Link, Chamber of Commerce and private sector sponsorship underway.</li> <li>Legalities being investigated and programme of events to support businesses to prepare for the competition.</li> <li>Business workshops are being developed with Business Link</li> <li>Guidance notes have been developed which include assistance, criteria, eligibility and legal aspects.</li> <li>A marketing programme has been developed between SCDC, the newspaper and the panellists</li> <li>Management of the competition milestones and programme in hand.</li> </ul> <p>Time table and programme include:</p> <p>16 March – competition start, launched with Cambridge News and partners Workshops – 19th April at Cambourne SCDC offices - 17 May at Cambourne SCDC offices Competition Close - 10 June Shortlisting from written applications: 16 June 2010 Final event 30 June</p> <p>Refer to Appendix 2 and 3 for the Guidelines and competition application forms.</p>
<p>5. Develop financial options to help development continue at Orchard Park</p> <ul style="list-style-type: none"> <li>Plot C3 transferred to affordable housing from market sales. BPHA funded by HCA, with support by SCDC.</li> </ul>	<p>April 2009</p>	<p>HCA funding provided</p>	<p>All three house-builders are back on site, and higher level of reservations than last year.</p>

<ul style="list-style-type: none"> <li>Persimmon Homes commenced work on Plot B1, as result of transfer to C3 to BPHA. Martin Grant has commenced work on Plot D.</li> <li>Application for HCA Kickstart funding submitted</li> <li>Further work planned with partners on the private rented sector and self-build/eco housing options.</li> <li>Study commissioned for innovative delivery models with meeting set up about a private rented initiative.</li> </ul>	<p>May 2009</p> <p>June 2009</p> <p>October 2009 – March 2010</p> <p>November 2009</p>		<p>Completed. Application not successful</p> <p>City Council considering land disposal options for K1, March 2010 including self-commissioned housing</p> <p>PRSi discussions with house builders and HCA proved scheme unviable</p>
<p>6. Provide rent-free space for CAB at SCDC</p>	<p>March 2009</p>	<p>Within existing budgets</p>	<p>Offered – but unlikely to take up offer without financial grant to cover additional costs for CAB</p>
<p>7. SCDC staff:</p> <ul style="list-style-type: none"> <li>Financial well being event to signpost staff to appropriate organisations who can offer counselling and practical advice for themselves and family members</li> <li>Offer short-term projects to existing staff rather than agency staff</li> </ul> <p>Revise the staff relocation terms so that the sums available can be used flexibly, without increasing the total claimed.</p>	<p>April 2009</p> <p>February 2009</p> <p>December 2009</p>	<p>£2,000</p> <p>Potential saving</p> <p>Potential saving if new staff can be retained whilst</p>	<p>In place, completed</p> <p>In place, ongoing</p> <p>Work has commenced</p>



Human Resources organised publicity on PPC (Positive People Company) to aid staff in the recession. Support is offered through counselling on various matters.	August 2009	unable to sell former home	Action completed
8. Aim to pay suppliers within 20 days and 80% within 10 days.  Aim to pay 70% of undisputed invoices within 10 working days	February 2009 – ongoing  2010/11	Up to 10 days interest on sums paid	<b>Future actions:</b> <ul style="list-style-type: none"> <li>• Sign up to the prompt payment code.</li> <li>• That the <b>electronic system</b> of invoicing be investigated as a means to achieve improved cash flows.</li> </ul>
9. Small businesses that are identified as likely to benefit from rate relief will be targeted and encouraged to apply for this benefit	September 2009	Within approved budgets	Completed.  Letter sent to businesses and communications in the current Economic News Bulletin.
10. Improve ways of helping firms relocate to South Cambridgeshire, including property search and identification systems and associated marketing and /investment attraction.	Ongoing to March 2011	£10,000	Current  Meetings held with Invest East of England regarding inward investment. Meetings and discussions also held with the tourism office, neighbouring councils, businesses and commercial agents to develop a tool/mechanism for improved investment.  A commercial property database is being developed with colleagues to show available commercial space and market the District
11. Planning Policy SPD/DPD to be produced to strengthen support for economic development	Ongoing March 2011TBC	From existing resources	Current  To be included within the review of core strategy.

<p>12. Support to local volunteer centres experiencing increased demand for placements as a result of the recession.</p>	<p>October – March 2010 2009</p>	<p>£5,000</p>	<p>Completed</p> <p>2 Local Volunteer centers have received funding allowing for additional support through volunteering as a mechanism to both develop skills for employability following redundancy. Similarly, organisations that might otherwise be understaffed benefit.</p>
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**SOUTH CAMBRIDGESHIRE DISTRICT COUNCIL**

**REPORT TO:** Leader and Cabinet

8 April 2010

**AUTHORS:** Cllr James Hockney, Chairman of the Finance Task & Finish Group

**REPORT OF THE FINANCE TASK AND FINISH GROUP**

**Purpose**

- 1 To report on the work of the Finance task & finish group and seek endorsement of its final recommendations.
- 2 This is not a key decision.

**Background**

3. By the end of the 2007/08 financial year the Cabinet had expressed some concerns about the level of underspends within the Council. Separately, following a financial training session, the Scrutiny and Overview Committee had some questions about budget scrutiny and consultation.
4. The Scrutiny and Overview Committee agreed on 19 June 2008 to set up a cross-party task and finish group with the following terms of reference:

*To investigate and make recommendations for improving the Council's financial management, and budget setting processes, and to recommend improvements to future scrutiny of the budget and integrated business reports.*

5. The task and finish group comprised the following Members:

Cllr Richard Barrett	Cllr Cicely Murfitt
Cllr Nigel Cathcart	Cllr Hazel Smith
Cllr James Hockney (chair)	Cllr Richard Summerfield

6. The relevant portfolio holders were invited to all meetings.
7. The task and finish group made an interim report to the Cabinet in March 2009, with eleven recommendations; all but one were accepted at the time. A decision about the eleventh one was deferred by Cabinet until the new Executive Director was in post, when it too was accepted and included in the Cabinet's action plan.

**Final report of the task and finish group**

8. This final report of the task and finish group provides an update regarding the recommendations made in the interim report. It also sets out the later work on value for money and public consultation, with the resulting recommendations.
9. During the time covered by the review, the Council received two overall 'Use of Resources' scores. In 2008/09 the score was 3 (performing well) out of a possible 4; in 2009/10 a new, harder framework was introduced on which the Council scored 2 (adequate performance) out of 4. The Audit Commission has acknowledged that the

new assessment is more outcome focused rather than based on procedures, and that the latest scores are therefore not comparable to previous years' scores.

10. A similar reduction happened at the vast majority of authorities previously scoring 3 and so this is therefore not regarded as a cause for undue concern. The group's findings would support this view as the Council has in fact made a number of improvements during the course of the review, as listed below.

#### **Recommendations made in the Interim Report**

11. The review group was pleased to note at the end of the review that all of the actions were complete or on target. See **Appendix A**.
12. Prior to the interim report, the group had also questioned the Council's practice of presenting the budget in two parts; the staffing and overheads element before Christmas and the whole budget after Christmas. They decided not to make a recommendation on this before the new Executive Director was in post. But following his appointment, they were pleased to note that the 2010/11 budget was presented in a single report, in February 2010.
13. In summary, the recommendations have contributed to several useful outcomes which strengthen the Council's budget setting and financial control processes:
  - An agreed corporate cycle now informs budget-, consultation-, service- and scrutiny-planning
  - There is a closer working relationship between the accountancy team and cost centre managers which has led to improved financial control
  - A procedure is in place for controlling budget variances of more than +/- 5% and more than +/- £2,500
  - The constitution has been amended so that a budget roll-over is permitted only where the budget-holder can show that the current year's budget has been fully committed and that there were no other sources of funding
  - The new management competencies framework provides targeted financial management training if a need is identified through a manager's performance and development review
  - Integrated business monitoring reports now show budget information alongside relevant performance information, enabling more accurate analysis of spending and outcomes
  - There have been improvements to the Council's website and council tax leaflet, enabling residents to more easily understand council finances: a simpler summary of accounts is also planned
  - There was a marked increase in the number of residents responding to the budget consultation; consultation with businesses has also improved
  - Work has begun on how to communicate the Council's 'value for money' record to residents
  - Members have received a refresher session on financial scrutiny which informed scrutiny of the 2010/11 budget
  - From 2010 Members will be able to attend an annual workshop for understanding and scrutinising the emerging budget and service plans

#### **Value for Money**

14. The group looked at the Council's record on achieving value for money, and how well this is communicated to residents.

15. They found that the South Cambridgeshire's council tax is 12<sup>th</sup> lowest of all 201 district councils in the country, while the vast majority of the Council's services perform well above average.
16. Nevertheless, residents seem to be insufficiently aware of this 'good value for money' record. Only a third of respondents to the 2008 Place Survey agreed that the District Council provided value for money. While this is on par with the national average, it is a major decrease on the figure of 49% in 2006/07. National trends also show a drop, albeit smaller.
17. The group agreed that much more work needed to be done to communicate value for money messages, so that residents had a truer picture of the District Council's achievements on their behalf. However feedback gathered by holding a residents' focus group revealed many communication challenges. There was evidence that residents:
  - think that the council tax is all kept by the District Council, rather than shared with the police, fire service, county and parish councils: this may be because the bill carries only the District Council logo and is all paid to the District Council
  - do not realise how small a proportion of the council tax (one thirteenth) goes to the District Council
  - assess value for money at a very local level - asking: "what has **my** household or community received for the money?"
  - do not know (or want to know) exactly which services are provided by each body
18. The group saw the need for a strategic response to these challenges.

**Recommendation A: That officers develop a Council-wide communication plan for improving residents' understanding of the value for money achieved by the District Council.**

19. Communicating a well-evidenced value for money record relies on accurate and up to date benchmarking information from every service area. The task and finish group found that the approach to benchmarking and value for money testing was excellent in some parts of the Council but that this good practice needed to be rolled out across the Council.

**Recommendation B: That some service areas' excellent approach to benchmarking and value for money testing in the service-review and service-planning process be rolled out to all service areas.**

#### **Communication and consultation**

20. Another important area of work focused on how well the Council communicates and consults with residents regarding the Council's finances. The interim report covers the detailed work previously carried out by the group. Since then, improvements have been made to the web site and the annual budget consultation; the 2009/10 consultation of residents saw a marked increase in the response rate.
21. The focus group mentioned above identified some valuable lessons, especially regarding the annual council tax leaflet, such as
  - even residents interested in council spending do not read this leaflet
  - they did not feel it relevant to them or their own locality
  - adverts introduce interest and colour but might be better placed between sections rather than within them
  - information in tables is hard to read
  - the phone numbers section is better at the beginning, not the end
  - similar, more localised information could be published in parish magazines

- it could include what last year’s tax was spent on, as well as how next year’s will be spent
  - spending should be allocated to services rather than to portfolios.
22. Many of these ideas have now been used to radically improve the council tax leaflet issued in March 2010. Others will inform next year’s design.
23. As indicated above, it is hard for residents to reliably engage with consultation regarding the District Council’s element of the council tax as they do not make a ready or accurate distinction between the various bodies who receive a share of it.
24. Following the group’s interim report, the Council has improved the way that residents and businesses are consulted about the budget. The budget consultation featured in the 2009 winter edition of *South Cambs magazine* attracted a much higher response rate than previously. However, focus group members suggested ways to make it even more effective next year:
- replace the front page headline “Have your say” with a more attention-grabbing one such as: “Council tax rise, see page 11”
  - avoid the use of percentages; 6% sounds a lot; 13p does not
  - consult about the whole council tax bill, not just the district council’s part

**Recommendation C: That officers explore a mechanism for working with the other bodies who share the council tax, to carry out joint consultation.**

25. **Implications**

Legal	None		
Equal Opportunities	None		
Financial Staffing/ capacity	The expectation is that the actions recommended in this report can be achieved within existing resources		
Risk Management	If the recommendations in this report are not implemented, there is a risk that value for money, communication and consultation will not improve, which could adversely affect external assessments and value for money		

**Consultation**

26. A residents’ focus group was held on 16 December 2009.

**Effect on Annual Priorities and Corporate Objectives**

27. Improvements to the Council’s financial planning, communication and consultation will help to meet the Council’s aim to be “a listening council, providing first class services accessible to all”.

**Recommendations**

28. The Cabinet is recommended to:
- a. welcome this report and any amendments made by the Scrutiny and Overview Committee on 1 April 2010, and
  - b. ask officers to draft an updated action plan for consideration at the next meeting of Cabinet.

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

**Contact Member:** Cllr James Hockney, Chairman of the Finance task and finish group

## Action Plan following Interim Report of March 2009

	Recommendation	Actions	Status
1.	That the corporate cycle illustrated at Appendix B of the interim report be endorsed by the Cabinet and used to inform future budget-, consultation-, service- and scrutiny-planning	<ul style="list-style-type: none"> <li>Endorsed by Cabinet 12 March 09</li> <li>Head of Accountancy and Corporate Manager, Customer and Community Services are using this</li> </ul>	√
2.	That a closer working relationship is established between the accountancy team and cost centre managers to improve ongoing financial control	<ul style="list-style-type: none"> <li>Corporate managers now invite accountancy colleagues to team meetings/service planning as appropriate</li> <li>Reporting through integrated business monitoring process has improved</li> <li>Executive Director Corporate Services regularly meets all corporate managers</li> </ul>	√
3.	That a procedure be adopted for budget variances of more than +/- 5% and more than +/- £2,500 (both conditions to apply) within individual service levels whereby the relevant cost centre manager must justify the variance to the Chief Finance Officer and the Finance Portfolio Holder	<ul style="list-style-type: none"> <li>Procedure is now part of integrated business monitoring process</li> <li>Executive Director Corporate Services is fostering a 'no surprises' approach to financial management; so budget variances are spotted ahead of time and planned for.</li> </ul>	√
4.	That a budget roll-over from the previous year be permitted only where the budget-holder can show that the current year's budget has been fully committed and that there were no other sources of funding	<ul style="list-style-type: none"> <li>Change to constitution agreed by Council 23 April 2009. Minute 102 (c) refers.</li> </ul>	√
5.	That it be ensured that all cost centre managers receive at least one core skills training session to understand the procedures and processes relevant to their financial management role and that this be a feature of performance appraisals	<ul style="list-style-type: none"> <li>New management competency framework has 'financial awareness' as one of the 14 competencies so relevant managers get appropriate finance training</li> </ul>	√
6.	That officers examine whether budget proposals could be accompanied by more performance information showing comparative data and the potential impact that budget proposals could have on performance. This would ensure a more accurate way of analysing spending and outcomes	<ul style="list-style-type: none"> <li>Finance portfolio holder is satisfied that integrated business monitoring reports are meeting this objective. Also, Corvu gives ready access to performance data.</li> <li>2010/11 service plans are beginning to deliver this objective; will develop in future years</li> </ul>	☺



	<b>Recommendation</b>	<b>Actions</b>	<b>Status</b>
7.	That the Council presents its financial information more clearly and concisely electronically so that it could be more easily understood by residents providing this could be accommodated within existing budgets	<ul style="list-style-type: none"> <li>• Included in community engagement strategy published July 2009</li> <li>• Web site is clearer and simpler now</li> <li>• On-line (and paper) council tax leaflet simplified for March 2010 issue</li> <li>• Plans for a simpler summary of accounts with highlights and headlines</li> </ul>	☺
8.	That the Chief Finance Officer and Finance Portfolio Holder discuss the level of detail presented in reports to Council bodies, other than full Council (which must receive comprehensive information as part of its budget-setting process) to enable members' discussions to focus on strategic consideration linked to the Council's priorities	<ul style="list-style-type: none"> <li>• Chairman of the task and finish group, Cllr Hockney confirms a noticeable improvement.</li> <li>• Portfolio Holder for Finance, Cllr Edwards is pleased that portfolio holders' meetings are receiving the detail so Cabinet remains strategic</li> </ul>	√
9.	That the Council present financial and performance information for residents in such a way that value for money can be more readily understood, with promotion of the low council tax level and high value for money provided	<ul style="list-style-type: none"> <li>• Included in community engagement strategy published July 2009</li> <li>• Council tax leaflet for March 2010 begins to address this</li> <li>• Communications team's 2010/11 work plan includes commitment to better promote vfm</li> </ul>	☺
10.	That the Council's community engagement strategy include cross-cutting public involvement in the budget process, which should aim to include all sections of the community, business, parish council and voluntary sector partners and at times when it can genuinely have an influence, likely at an early stage in the budget-setting process	<ul style="list-style-type: none"> <li>• Included in Appendix A of community engagement strategy July 09</li> <li>• Portfolio Holder for Finance, Cllr Edwards confirms more robust and interactive budget consultation via December 2009 magazine and business conference</li> <li>• CPALC Parish Forum consulted November 2009</li> <li>• Cambridge Chamber of Commerce consulted by Executive Director Corporate Services in person Feb 2010</li> </ul>	√
11.	That the annual training programme for Members include at least one refresher session for all Members regarding their role in understanding and influencing the Council's budget and financial processes and that an annual refresher session be offered for scrutiny monitors	<ul style="list-style-type: none"> <li>• Scrutiny monitors' refresher held June 2009</li> <li>• Members' budget training session held 4 February 2010</li> <li>• Executive Director Corporate Services plans annual workshop from December 2010</li> </ul>	☺

√ = complete    ☺ = on target    ☹ = some slippage    ☹ = failed to achieve

**SOUTH CAMBRIDGESHIRE DISTRICT COUNCIL**

**REPORT TO:** Leader and Cabinet

8 April 2010

**AUTHORS:** Cllr Bridget Smith, Chairman of the Task & Finish Group

**REPORT OF THE TASK AND FINISH GROUP - SERVICES FOR CHILDREN AND YOUNG PEOPLE THROUGH PARTNERSHIPS**

**Purpose**

1. To report on the work of the task & finish group looking at how well the Council works with partners to provide services for children and young people; and to seek endorsement of its recommendations.
2. This is not a key decision.

**Background**

3. During the 2009/10 programme setting process, the Scrutiny and Overview Committee agreed that it would like to look at services for young people. The focus was initially expected to be around equal opportunities, but it became clear that there was more scope to improve the way in which the Council works with partners to provide services for children and young people.
4. On 5 November 2009, the Committee agreed to set up a cross-party task and finish group based on the scoping document at **Appendix A**; with the following terms of reference:

*To review how effectively the Council works with partners to meet the needs of young people\* and recommend areas for improvement.*

\*This was later amended to 'children and young people' in line with partners' definitions.

5. The following Members made up the task and finish group:  
 Cllr Cicely Murfitt  
 Cllr Charlie Nightingale  
 Cllr Deborah Roberts  
 Cllr Bridget Smith (chair)  
 Cllr Hazel Smith

Cllr Bunty Waters also volunteered for this task and finish group but later withdrew due to the meetings being held during the daytime.

6. The relevant portfolio holders were copied on all documentation.

**Report of the task and finish group**

7. The children and young people of South Cambridgeshire are the focus of a wide variety of services provided by the public, private and voluntary sectors. South

Cambridgeshire District Council (SCDC) has a direct role to play in providing or commissioning some of those services, such as arts, sport and leisure services and housing. It has a far greater role, working with partners, to ensure the adequate provision of other services such as education, transport, safeguarding and health needs.

8. The focus of this review was to look at how well SCDC works with partners to serve South Cambridgeshire's children and young people, specifically focusing on the relevant partnerships in the Cambridgeshire Together family - shown in darker font at **Appendix B**. Evidence was also gathered regarding some of SCDC's other partnerships relating to children and young people, in the search for what makes partnerships work well.
9. The aim was to discover whether the Council's partnership work could be used more efficiently or effectively to serve our children and young people. Could SCDC influence the strategic direction of the partnerships? Should we be sending different people to some partnerships, or even stop attending some altogether? Are there gaps and duplications? How well do we share outcomes and learning? Above all, we wanted to know which partnerships are making a difference in areas that really matter to children and young people themselves.
10. Inevitably, while intending to focus on services for children and young people, our investigations examined the more general issue of partnership working itself. Therefore some of our learning and recommendations would apply to any of our partnerships, whatever the focus or client group.

#### **The needs of Children and Young People (CYP)**

11. We wanted to find out what really matters to children and young people but it was difficult to find any recent reliable research: so we did our own. Three members of the task and finish group visited schools and youth groups in five villages of varying sizes. These involved around 30 children and young people aged 9-17 years. Another seven were consulted via email and two attended a task and finish group meeting. The feedback was remarkably consistent.
12. Comments were generally positive in that most participants said they valued the rural nature and community spirit of their village, the quality of their school, the youth cafés and the feeling of belonging.
13. With regard to improvements that they would like the Council or its partners to provide, there were some recurrent themes:

<p><b>Children and young people need things to do, places to go and affordable, accessible public transport to get there.</b></p>
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14. To understand something of the needs of Gypsy and Traveller children and young people, we met with SCDC's Travellers Officer. We learned that their specific needs relate to poorer health outcomes, prejudice, access to education and skills training, and literacy support. This is supported in the as-yet-draft report '*Children and young people living in deprivation, the disaffected and those at risk of disaffection*' commissioned by Cambridge City and South Cambridgeshire Children and Young People's Area Partnership.

15. We then set about finding out how effectively the Council can influence and improve such services through the partnerships supported by SCDC, as well as other services designed to help and support children and young people. The answers were mixed.

### **Transport**

16. The channel for SCDC to influence children and young people's transport issues is through the Children's Trust. We found that their Big Plan 2 contains a one-page CYP Transport Plan developed by young people themselves; this is at **Appendix C**. This contains some suggestions for district and county councils to progress. However, there was no evidence of this Plan being actioned or refreshed; for example it does not capture the issues identified by the task and finish group. The chairman of the Children's Trust said that the worsening financial position was now "increasing the focus on vulnerability and away from universal services for children and young people". Cllr Bridget Smith has now asked the Children's Trust to discuss transport for children and young people at a future meeting.

**Recommendation 1: That the SCDC representative on the Children's Trust ensures that progress on the CYP Transport Plan is monitored with a view to completing as many of the actions as possible, and revising it to include more recent evidence.**

17. The Council is also able to influence transport issues through the Transport and Access Group, which is currently contributing to consultation on the County Council's Local Transport Plan (LTP). Following a suggestion from the task and finish group, SCDC's response to this consultation has highlighted the need for the LTP to take into consideration the Children and Young People's Transport Plan from Big Plan 2.
18. We also sent a copy of our feedback from children and young people to the SCDC officer coordinating consultation on the now agreed Community Transport Strategy (CTS).
19. It was evident that our feedback was the only direct evidence from children and young people that would inform either the LTP or CTS. Since transport is such a high priority for children and young people, and since they are least likely to respond to standard consultation methods, we felt that more should be done as a matter of course to consult them effectively in future. Some good practice may be rolled out from the work done with children and young people by SCDC, for example in the development of parish plans and the emerging youth participation strategy.

**Recommendation 2: That SCDC representatives ensure that partnerships adequately and robustly consult children and young people whenever designing or evaluating services that are wholly or partly aimed at them; this should include issues such as climate change and the growth agenda.**

### **Health**

20. Our representatives on the Improving Health partnership reported that it had achieved several outcomes which could not have been achieved without the partnership: for example reductions in childhood obesity and improved self-esteem via the TEAM project.
21. SCDC's officer representative on the partnership felt that participation was very useful, although he would like some other partners to take a more active role. This need for 'active participation' was echoed by others we met.

22. Our elected Member on this partnership had reservations about the usefulness of her attendance, where decisions seemed to have already been made. She would like to be able to influence the agenda to discuss, for example, Traveller children, health visitors and so on. This viewpoint was voiced by representatives on other partnerships too, and the chairman of the Children's Trust when asked, was keen to see this put right. Cllr Bridget Smith has now asked the Children's Trust to discuss at a future meeting, children and young people's access to information on mental health services.

**Recommendation 3: That SCDC representatives work with the chairman of their partnership to influence the agenda and seek officer support in doing so.**

23. SCDC belongs to several other partnerships which contribute to health initiatives aimed at children and young people: for example the County Food and Health Group, the County Obesity Partnership, the Cambridgeshire and Peterborough Tobacco Control Alliance, and the South Cambs and City Locality Obesity Group.
24. These have led to several successful projects: the Let's Get Cooking scheme in schools; a new commissioning framework for childhood obesity; a shared database of retailers to contact about under-age tobacco sales; and cookery classes at two children's centres.
25. However, there was evidence of some risk of duplication of obesity-focused activities and discussions are underway regarding a possible merging or reallocation of these.

**Recommendation 4: That SCDC representatives use the Partnership Toolkit to regularly assess whether they need to attend each partnership, and whether any could merge or close or meet less often.**

**Arts and Sport**

26. We spoke to staff in SCDC's New Communities team and heard that they participate in a range of other partnerships outside the Cambridgeshire Together family. For example they work jointly with eight village colleges to part-fund five local arts development managers.

**Children's services provided by the County Council**

27. We learned during the course of our review that the County Council had recently completed a review of its Children, Schools and Families budget. This had led to a redesigned service whose budget would reduce overall by 25% within five years. Some youth services would see a reduction of over 30%.
28. In this new scenario, the County Council may less often directly provide services, but instead commission them from the voluntary sector and others. The chairman of the Children's Trust explained that there would need to be "some funding flexibility to allow one-off bids for projects - but it would have to be one-off rather than a revenue commitment".
29. One County Council service that is greatly valued was the education service for Gypsy and Traveller children and young people. This service has ensured that many children and young people continue attending school, who otherwise might not. Formal education is commonly dropped by the age of 13 in this community and then people 'drop off the radar'; for example, they are not counted within NEETS statistics

(Not in Education, Employment or Training). Referrals and support therefore rely on close partnership working at a grass roots level.

### **The Children's Trust**

30. Cllr Bridget Smith represents SCDC on the Children's Trust, which is run by Cambridgeshire County Council (CCC) to fulfil the requirement of Section 11 of Children Act 2004. As chairman of this review, she was able to provide first hand experience of this partnership, albeit based on just six months in the post so far.
31. The Children's Trust defines itself as "the commissioning body for the development and delivery of services for children and young people in Cambridgeshire." It aims to "develop an overall picture of children's needs and put in place provision through public, private, voluntary and community providers to meet those needs".
32. The Trust is also responsible for creating, implementing and annually reviewing the county's Children and Young People's Plan - currently called Big Plan 2 - and Cllr Bridget Smith was confident that SCDC has a key role in supporting delivery of this.
33. SCDC's Executive Director, Steve Hampson confirmed that the Children's Trust Executive does provide a useful forum for 'joined-up-working' on safeguarding the safety and wellbeing of children and young people.

### **General areas for improving partnership working**

34. A key concern, reinforced by everyone we interviewed, was the sheer **number of partnerships** that the Council belongs to. The basic structure at Appendix B is supported by a layer of sub groups. There are other partnerships which are not linked to any of these. This often generates overlaps or occasionally leaves gaps.
35. Most witnesses agreed that the diagram of partnerships (at Appendix B) may be clear enough but when the sub groups are added the picture is too complex to understand. This may add to the difficulty of identifying who does what, and the risk of duplication. It can also mean an extra set of meetings to address the commissioner/provider split.
36. SCDC has a process for regularly reviewing the most significant partnerships against a risk matrix. Significance is rated according to financial and statutory impact, and the relationship to our corporate priorities. There is no assessment of usefulness or 'return on investment'. The Council's excellent Partnerships Toolkit recommends that all partnerships have an exit strategy and yet we found little awareness of the Toolkit amongst representatives. We felt that it should be revisited to make it more user-friendly, and to reflect our recommendations.

**Recommendation 5: That the Partnership Toolkit is amended to be more easy to read, and to reflect the recommendations in this report, especially representatives' obligations to attend, participate and communicate fully. The Toolkit should then be re-issued to all of SCDC's current and future partnership representatives.**

37. The unfolding financial climate will make it even more important to work with partners to pool resources and jointly design and deliver efficient services. But it will be ever harder to resource some of the current partnerships. We explored the idea of reducing and rationalising the existing partnerships structure and found general support for this.

**Recommendation 6: That the Leader makes a request to Cambridgeshire Together for a thorough review of the partnerships, with a view to creating a slimmer, more efficient structure, where partnerships follow the principles in SCDC's Partnerships Toolkit, including the need for an exit strategy.**

38. There was evidence that the question of **who should attend** was not always reviewed according to each meeting's agenda. Sending the same person to every meeting does promote continuity but may mean that a different or additional officer or member with more relevant expertise is not involved. The changing activities of the Area Partnership for example, means that it needs a mix of those with a governance role and those with an operational or commissioning role. We also examined whether elected members always need to be accompanied by officers, but were advised that this does have several benefits: the member has ready access to timely advice; the officer hears decisions first hand; and actions can then be progressed without waiting for feedback.
39. There was also a concern about **SCDC being unrepresented** when the regular officer or Member was unavailable. This was felt to be a missed opportunity, especially when meetings are infrequent and minutes (with action points) are circulated some time later.

**Recommendation 7: That active consideration is given to deciding the most appropriate officers and Members to attend each partnership, and each meeting, according to the agenda and the expertise required. Where a representative is unable to attend, a high priority should be placed on sending a well-briefed substitute, to ensure maximum input, influence and benefit.**

40. The task and finish group found a recurring need for **better communication**. Officers attending operational partnerships, did not always know what was being agreed or discussed by Members at the strategic level. Also, there were examples of gaps in communication between officers and between Members on other partnerships. Some representatives give a written report to full Council; others brief colleagues informally; but some do not have a mechanism for reliably sharing information.

**Recommendation 8: That all partnership representatives ensure that there is an effective mechanism for briefing and debriefing relevant officers and elected members, and that all action notes or minutes are electronically available.**

41. Another very basic communication problem was the need to update the web-based lists of partnerships attended by each Member. This would help colleagues to know with whom to communicate regarding any partnership matter. Officer representatives are not listed at all and do not provide feedback reports for general access.
42. Following a review and streamlining of the partnerships structure, it would also be useful to have a comprehensive electronic list, showing which officers and members participate in which partnerships. Much of this information is already on the Council's website or intranet, but needs to be updated and publicised more widely.

**Recommendation 9: That an updated list of partnerships and the officer and member representatives is provided on the SCDC website or intranet as appropriate.**

43. In speaking with a wide range of partnership representatives it was consistently clear that the nearer the partnership was to 'the grass roots', the more **effective and successful** it was perceived to be. For example the anti-social behaviour task group



provides a highly valued and effective forum for sharing sensitive information and agreeing a joint approach on individual cases. However, it was harder to see the tangible results and benefits of the more strategic partnerships.

44. Nevertheless, the Travellers Officer emphasised the need for the strategic level for operational groups to report to. A strategic lead was needed in order for grass-roots experience to better inform strategy. We received one suggestion that perhaps strategic groups should meet much less often and consider setting up short-life task groups to complete joint projects.

**Recommendation 10: That SCDC representatives on strategic partnerships recommend fewer meetings, and the use of task groups for specific projects, such as now being used by the Children's Trust.**

### Conclusion

45. Our review has shone a light on the complex issue of providing services for children and young people through partnership working. There has been no time to fully develop some of the aspects we have touched upon. For example there is scope for more scrutiny work regarding the needs of children and young people from Gypsy and Traveller communities. It would be important to collaborate with or complement the work of other councils on this issue.
46. Other areas for future scrutiny could include:
- Annual review of the Community Transport Strategy as it relates to children and young people, including consideration of the Big Plan 2's CYP Transport Plan
  - Effective participation of children and young people in the planning of Northstowe and other growth areas.
47. **Implications**

Financial	Working in partnership allows the Council to access some funds not otherwise available. Actions recommended in this report are expected to be achieved within existing resources. They may lead to savings as yet unquantified.
Legal	The Children's Trust has been set up to fulfil the requirement of Section 11 of Children Act 2004.
Staffing/ capacity	On average, each partnership requires each representative to invest around 30 hours pa. Recommendations in this report are expected to be achieved within existing resources and may lead to savings as yet unquantified.
Risk Management	Key partnerships are already regularly reviewed for risk. Any reduction in partnership participation would need to be risk-assessed. If recommendations in this report are not implemented, there is a risk that the improvements in partnership-working and services for children and young people may not be achieved
Equal Opportunities	An equality impact assessment of the partnership framework is planned for early 2010. This report will be used as evidence. The actions recommended in this report are designed to help the Council and partners to better meet the needs of children and young people, which is in itself an equalities issue.

### **Consultation**

48. The task and finish group sent a written survey to a small number of partnership representatives, both elected Members and officers. This asked for examples of achievements or service improvements made for children and young people by their partnership, as well as ideas for improvement.
49. Three members of the task and finish group consulted over 30 children and young people across the District to find out what services and support they would like the Council and its partners to provide. This included interviewing two school pupils who attended one of our meetings as observers during work experience.
50. Consultation of other officers, Members, partners and children and young people was conducted informally as the opportunities arose, during the period of the review.

### **Effect on Annual Priorities and Corporate Objectives**

51. Improvements to the Council's efficient use of partnership working will help to meet all of the Council's corporate objectives.

### **Acknowledgements and Thanks**

52. Finally, thanks are offered from the chairman of the review, Cllr Bridget Smith, to everyone listed at Appendix A for their help on this review. Without exception every one, officers, portfolio holders, partners, young people and task and finish group members, have brought honesty, insight and a genuine desire to improve services for children and young people.

### **Recommendations**

53. Cabinet is recommended to
  - a) welcome this report and any amendments made by the Scrutiny and Overview Committee on 1 April 2010
  - b) ask officers to report on the feasibility of the recommendations and draft an action plan for consideration at the next meeting of Cabinet

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

**Contact Member:** Cllr Bridget Smith, Chairman of the task and finish group.

### SCRUTINY ENQUIRY SCOPING DOCUMENT

Parent Scrutiny Committee	Scrutiny & Overview Committee (SOC)
Enquiry name	Partnership working for children and young people
Terms of reference	To review how effectively the Council works with partners to meet the needs of children and young people and recommend areas for improvement
Summary of enquiry	<ul style="list-style-type: none"> <li>• Of the partnerships we belong to, which ones are aimed at providing services for young people?</li> <li>• Where are the gaps/ overlaps?</li> <li>• How effectively do these partnerships influence the quality of services for children and young people?</li> <li>• How could we work more efficiently and effectively in partnership to better meet the needs of young people?</li> </ul>
Reason for enquiry	Suggested in 2009/10 programme planning
Potential outcome/s	<ul style="list-style-type: none"> <li>• Wider awareness amongst officers and Members regarding the use of partnerships to meet the needs of young people</li> <li>• Mechanism for more effective communication between partners and partnerships</li> <li>• Mechanism for partnerships to more effectively influence services for young people</li> </ul>
What will not be included:	Re-scrutiny of the Comprehensive Equalities Policy Scrutiny of the emerging Youth Participation Strategy
Relevant corporate and/or community strategy/ies	Aim: Being a listening council, providing first class services accessible to all Approach: working with voluntary organisations, Parish Councils and Cambridgeshire County Council to improve services through partnership
Portfolio holders	Cllrs Bard and Manning
Members conducting the scrutiny	Task and finish group chair: Cllr B Smith Cllrs Murfitt, Nightingale, Roberts, H Smith
Key stakeholders	Young residents, LSP partners, SCDC Members and officers
Officer involvement	Lead officer: Executive Director, Steve Hampson Support: Gemma Barron, Kathryn Hawkes, Jackie Sayers
Expert witnesses	CCC Director of Children's Services, Gordon Jeyes; CCC Area Manager Localities and Partnership, Sarah Ferguson; CCC Head of Planning and Performance CYP Services, Mary Whitehand Children's Trust chairman, Martin Curtis Portfolio holders: Cllr R Manning; D Bard; S Ellington SCDC officers: Corporate Manager New Communities, Jo Mills; Travellers Officer, Debbie Barrett; Senior Planning Policy Officer, Claire Spencer; Community Development officers Andy O'Hanlon, Susannah Harris and Jane Thompson. Others responding to internal survey: Corporate Manager Environmental

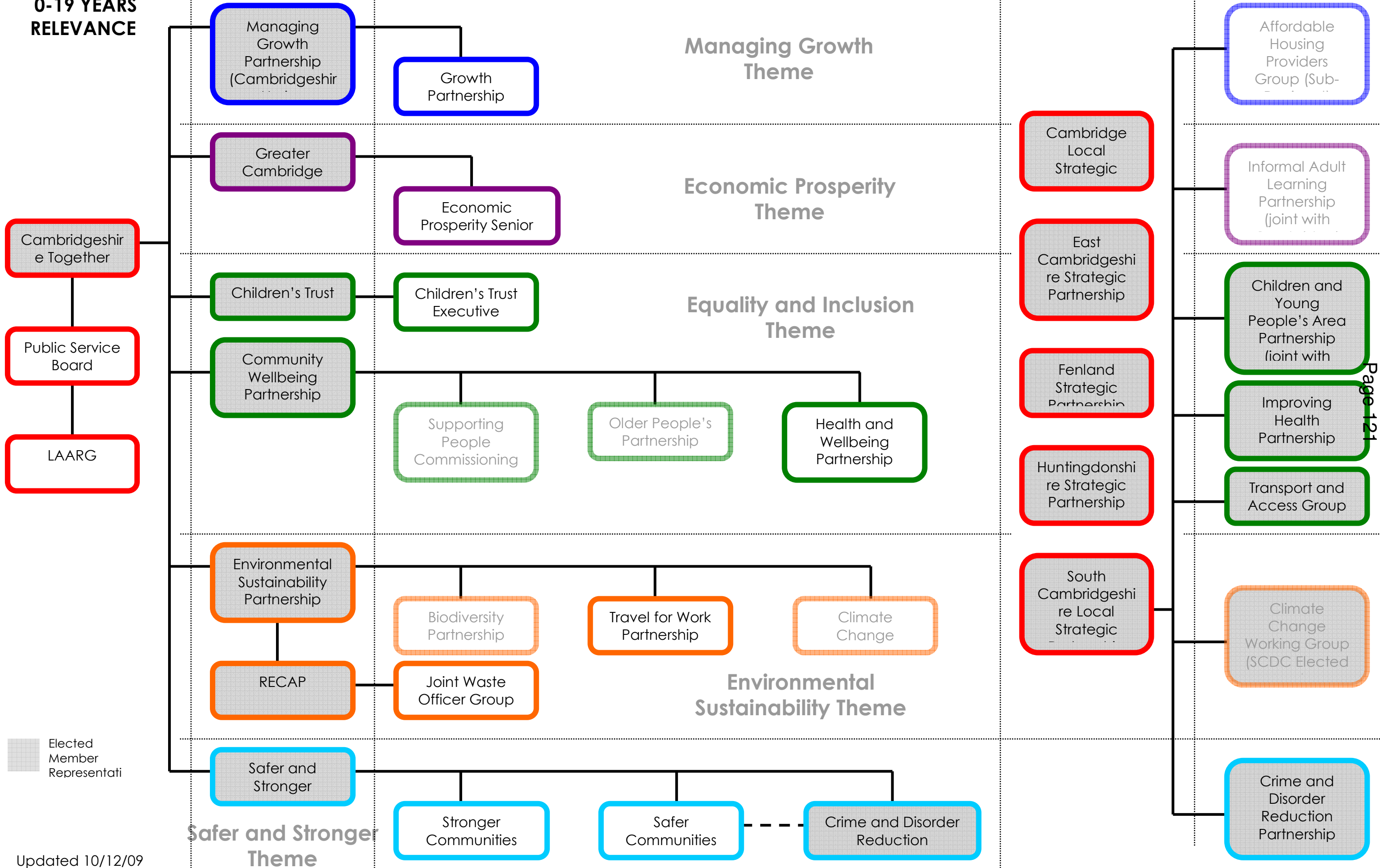
	Services, Dale Robinson; Environmental Health Officer, Iain Green; Housing Advice and Options Manager, Sue Carter; Housing Services Manager, Anita Goddard
Start date	December 2009 (planning stage)
Proposed completion date	March 2010
Report dates	Scrutiny & Overview Committee 1 April 2010; Cabinet 8 April 2010 Joint Accountability Committee? Children's Trust? PSB?

**MAIN GROUPS WITH A 0-19 YEARS RELEVANCE**

**STRATEGIC THEMATIC PARTNERSHIPS**

**OFFICER GROUPS**

**LOCAL STRATEGIC PARTNERSHIPS**



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# Children and Young People's Transport Plan 2009

The Transport Plan has been developed by young people. Young people feel that the cost and availability of transport is of real concern for them, so have identified their own action plan that they have agreed with the Partnership to address these issues.

As part of this plan we will also monitor progress of the work on the LAA target focussed on how children travel to school (NI 198).

Cambridgeshire County Council will explore possible models for a concessionary bus travel scheme for children and young people aged 6-19, including potential links to the g2g card.	Director of Children's Services
<p>The county council will liaise with Stagecoach to explore the following:</p> <ul style="list-style-type: none"> <li>• Introducing an automated voice clearing system on buses to assist partially sighted young people</li> <li>• Ensuring that bus services can be used independently by young people with a disability</li> <li>• Printing timetables in larger fonts and in Braille</li> <li>• Improving the scope for young people to make complaints about public transport and to receive feedback about the outcome of their complaint</li> </ul>	Director of Children's Services
The Children and Young People's Participation Strategy Group will seek to involve young people in the training of bus drivers.	Chair of the Participation Strategy Group
District councils will consider constructing new and replacement bus shelters from Perspex instead of brick.	District Councils
<p>The county council will lead on more detailed discussions with members of Travellers Check about:</p> <ul style="list-style-type: none"> <li>• Developing a School Transport Code of Practice, with input from young people and drivers setting out mutual expectations, to be issued to school bus drivers, students and parents</li> <li>• Producing leaflets about safe routes to and from school bus pick-up points and lighting routes that are currently unlit and feature in a young person's journey to and from school, linking to the Safer Routes to School Initiative as appropriate</li> <li>• Creating more cycle paths to enable young people to cycle to school, linking with the Cycling Demonstration Town initiative where appropriate</li> </ul>	Director of Children's Services
The Partnership will report back to members of Travellers Check by May 2009 on progress made against each of these issues.	Lead Member for Children and Young People





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**REPORT ON THE  
CHILDREN'S TRUST MEETING HELD ON 22 FEBRUARY 2010**

**Agenda Item 1**

**Matters arising from Cambridgeshire Children's Trust Executive Minutes**

- Children's Trusts now have a statutory duty to address child poverty. South Cambs have a role to play by e.g ensuring that families are appropriately housed.
- Promoting positive images of children and young people. The role of the partnership representative (Cllr Smith for South Cambs) is to be responsible for sharing positive news stories about Children and Young People (C and YP) with the Trust. They in turn will work closely with the media to promote these stories.
- Financial and service planning. It was clearly stated that financial constraints meant that services would have to be targeted more specifically to deprived areas. In those areas where universal services would be discontinued some one off pump-priming would be available to help communities develop alternative arrangements. These cuts will take effect from 2001-2012. I interpret this as meaning that youth provision in particular will be reduced and that there may be one off grants to sweeten the pill. There was a lot of discussion about this and it will be an agenda item in the near future.

**Agenda Item 3**

**Embedding the Use of the Common Assessment Framework (CAF)**

The aim of CAF is to share information about C and YP in order to safeguard them and improve the outcomes for them and their families. Most CAFs are originated by schools, locality teams and health professionals but South Cambs needs to be engaging in the process as well.

There have been problems in Cambridgeshire with CAFs:-

- There are far fewer than in comparable authorities
- The quality of CAF referrals is inconsistent
- There is a need for greater engagement by partners, (including South Cambs).
- Cambs uses a 2 tier referral system which appears to be adversely affecting the effectiveness of CAF.

Proposed actions that affect South Cambs

- We need to identify the most appropriate officers to implement CAF and ensure that they are replaced promptly if necessary.
- We need to commit to participate in a revised CAF training programme.
- We need to agree, with partners, the circumstances under which a CAF should be completed and provide support for our designated officers to do this.
- We need to facilitate attendance by the designated officers at Locality Allocation and Review Meetings (LARMs) where the recommendations of CAFs are implemented.

#### **Agenda Item 4**

##### **Inspection of Safeguarding and Looked after Children – post inspection improvement plan.**

Most of the recommendation resulting from the Ofsted inspection relate mainly to County Council Social Care Services but a couple require support from partners:-

- Recommendation 4: Ensure that thresholds for early intervention and child in need services are better understood and consistently applied across the area. We need to appreciate the thresholds for social care intervention. A leaflet is being produced for partners and the public explaining how to access Children's Social care.
- There was also discussion about the protocol for 16-17 year olds who had in the past been looked after by the DCs but are now becoming 'looked after children' and are consequently a burden on Social Care.

#### **Agenda Item 5**

##### **Work Plan of the Trust.**

I have asked for the following subjects to be included in the work plan:-

- Access to information on mental health services by C and YP
- The results of the South Cambs and City Area Partnership study into deprivation and disaffection with particular reference to Gypsy and Traveller children.
- Transport issues for C and YP in rural areas of Cambridgeshire.

Please do let me know if there are any other issues you would like the Children's Trust to look into. I am very keen that South Cambs are active informing the work of the Children's Trust where appropriate.

#### **Agenda Item 7**

##### **Reducing the Number of YP who are not in employment, education or training (NEET).**

There has been a steady rise over the past year and the NI targets are not being met. South Cambs has lower numbers than the rest of the county but is still seeing an increase and not meeting targets. There is no confidence that Gypsy and Traveller children are being included in the figures, which may indicate that those for South Cambs are higher still.

Cambs has lost more employment opportunities than its statistical neighbours  
22% of looked after children are NEET

- Partners are being encouraged to increase training/apprenticeship opportunities for YP within their organisations.

**Cllr Mrs Bridget Smith**

**REPORT FROM CLLR BRIDGET SMITH ON CHILDREN AND YOUNG PEOPLES AREA  
PARTNERSHIP  
(CITY AND SOUTH CAMBS) MEETING MARCH 2010**

1. Further work has been undertaken on the research into deprivation and disaffection reported on from the last meeting. Three areas of action have been identified:
  - Better support to parents and families
  - Better access to children and young people's activities
  - Consideration for the provision of non-academic learning and vocational learning alongside qualifications.
2. I have since taken part in a workshop to identify the responsibilities of the various areas of local government in fulfilling these actions and will report on this in due course. Cabinet have agreed that the final report will be presented to them when it is complete.
3. The final stage of this research has identified various other issues that will be of interest to members:
  - Within South Cambs and City there is clear evidence that children in receipt of free school meals do less well than their peers. This gap in attainment is above the average for the East of England.
  - Eastern European migrants have specific needs as do Gypsy and Traveller children.
  - There is a very clear need for parental support especially liaison support between service providers and schools, support for schools to engage with parents and support for parents to tackle behavioural problems in their children.
  - There is a need for improved and extended adult learning opportunities but for some groups skills acquisition is more highly valued than qualifications.
  - Resources need to be directed to strengthening communities.
4. The findings of this research match the report of the Youth Summit regarding the effects of poverty and deprivation:
  - Poor access to activities
  - Poor access to transport
  - Repeated crisis
  - Racist bullying
  - Shortage of youth friendly venues.
5. There is evidence that the new generation of Gypsy and Traveller families are living in a different way to their forebears – they are more settled but still have difficulty accessing leisure activities, accommodation and still experience alienation and negative experiences.
6. There is evidence that children witnessing domestic violence have poorer outcomes than their peers. There is a need for swift responses by all agencies and improved communications in order to improve outcomes.

**Cllr Bridget Smith  
March 2010**

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