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23 March 2011

To: Councillor Ray Manning, Portfolio Holder

John Batchelor  
James Hockney

Opposition Spokesman  
Scrutiny and Overview Committee  
Monitor

Dear Sir / Madam

You are invited to attend the next meeting of **LEADER'S PORTFOLIO MEETING**, which will be held in **JEAVONS ROOM, FIRST FLOOR** at South Cambridgeshire Hall on **THURSDAY, 31 MARCH 2011** at **2.00 p.m.**

Yours faithfully  
**JEAN HUNTER**  
Chief Executive

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

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<b>AGENDA</b>		<b>PAGES</b>
<b>PROCEDURAL ITEMS</b>		
<b>1.</b>	<b>Declarations of Interest</b>	
<b>2.</b>	<b>Minutes of Previous Meeting</b> The Portfolio Holder is asked to sign the minutes of the meeting held on 20 January 2011 as a correct record.	<b>1 - 2</b>
<b>RECOMMENDATIONS TO CABINET / COUNCIL</b>		
<b>DECISION ITEMS</b>		
<b>3.</b>	<b>Re-consideration of Local Government Association (LGA) Membership</b>	<b>3 - 4</b>
<b>4.</b>	<b>Final Service Plans 2011/12</b>	<b>5 - 46</b>
<b>INFORMATION ITEMS</b>		
<b>5.</b>	<b>Voluntary Sector Grants - Update</b>	<b>47 - 56</b>
<b>STANDING ITEMS</b>		
<b>6.</b>	<b>Forward Plan</b> The next scheduled meeting due to be held on 19 May 2011 has been cancelled due to lack of business. The financial monitoring report due to	

be considered at that meeting will be circulated to the Leader, Scrutiny & Overview Committee Monitors and the Opposition Spokesperson by the Principal Accountant (General Fund and Projects) in due course.

The Forward Plan for the meetings to be held during 2011/12 is not yet available.

**7. Date of Next Meeting**

The next meeting will be held at 10am on 21 July 2011.

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

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

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### **Food and Drink**

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### **OUR VISION**

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

### **OUR VALUES**

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

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

**SOUTH CAMBRIDGESHIRE DISTRICT COUNCIL**

Minutes of the Leader's Portfolio Meeting held on  
Thursday, 20 January 2011 at 10.00 a.m.

Portfolio Holder: Ray Manning

**Councillors in attendance:**

Scrutiny and Overview Committee monitor: James Hockney

Opposition spokesmen: John Batchelor

Also in attendance: Jose Hales

**Officers:**

Gemma Barron

Partnerships Manager

Maggie Jennings

Democratic Services Officer

**30. DECLARATIONS OF INTEREST**

Cllr John Batchelor declared an interest as Chairman of Linton Action for Youth who had previously received grant aid for the organisation from the council.

**31. MINUTES OF PREVIOUS MEETING**

The minutes of the meeting held on 11 November 2010 were agreed as a correct record.

**32. CAPITAL AND REVENUE ESTIMATES FOR THE LEADER'S PORTFOLIO 2011/12**

John Garnham, Principal Accountant (General Fund and Projects) was in attendance for this item.

The Leader considered a report on the Revenue Estimates for 2011-12 and the Capital Programme up to 2015-16.

Those present discussed a number of issues arising from the report and its accompanying appendices, including the following:

- It was noted that the figure in para 26 of the report should read **£4,700** and not £8,170 as stated. The original figure of £8,170 had been offset by a decrease in recharges of £3,470
- As a result of the government's withdrawal of the LPSA grant, a budget variance of £8,170 would be covered by either a virement or saving within the Policy & Performance Portfolio
- Projects listed in appendix B to the report had been funded partly from revenue and partly from capital receipts
- Confirmation was given that funding in respect of domestic violence remained
- It was noted that, of the total net revenue expenditure for the Leader's Portfolio, some 75% related to re-charging approved by the Finance & Staffing Portfolio Holder on 14 December 2010
- It was noted that village facility grants had been reflected in the New Communities Portfolio
- It was anticipated that small grants would still be made available to communities; the forms, however, would be reviewed and possibly made simpler. The Leader requested a more detailed report for consideration at his next meeting on 31 March 2011, including criteria regarding applicants. **GB to action**
- It was noted that details regarding government grants, including the New Homes

Bonus was awaited

- The Leader paid tribute to the Partnerships Manager and Principal Accountant for the way in which the process had been managed following the loss of LPSA funding

The Leader endorsed the Revenue Estimates for 2011/12 and the Capital Programme up to 2015/16, relating to services within his Portfolio and **RECOMMENDED** them to Cabinet and Council at their February 2011 meetings.

**33. DRAFT SERVICE PLANS 2011/12**

The Community and Customer Services draft service plan for 2011-12 had reflected the changes arising from the new agenda of the Coalition Government elected in May 2010. It was noted that the last two actions contained in the report related to the Leader's Portfolio.

The Leader **ENDORSED** the actions contained within the Community and Customer Services Draft Service Plan 2011/12.

**34. CHILDREN'S AND YOUNG PEOPLE'S SERVICES IN PARTNERSHIP TASK AND FINISH GROUP - UPDATE**

The report and action plan relating to partnership working to support children and young people was circulated at the meeting. As a result of the ensuing discussion, the following issues were raised:

- The majority of actions were either on target, had been completed or unable to be met due to circumstances beyond the Council's control
- Consideration was being given to piloting a transport service for youth and using school buses for paying passengers
- The Partnerships Toolkit had been published and distributed to all Members and officers that represent the council on a partnership

The Leader **NOTED** the update on actions from the Children's and Young People's Services in Partnership Task and Finish Group.

**35. FORWARD PLAN**

The Leader **NOTED** the contents of the Forward Plan, with the addition of a report relating to an update on Grants to the Voluntary Sector on 31 March 2011.

**36. DATE OF NEXT MEETING**

It was **NOTED** that the next meeting would be held at 2pm on Thursday, 31 March 2011.

The Leader noted that this was the last meeting to be attended by Gemma Barron, Partnerships Manager before she undertook maternity leave. He expressed his thanks for the work she had undertaken on his behalf and expressed his good wishes to her for the future.

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**The Meeting ended at 11.10 a.m.**

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**SOUTH CAMBRIDGESHIRE DISTRICT COUNCIL**

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<b>REPORT TO:</b>	Leader's Portfolio meeting	31 March 2011
<b>AUTHOR/S:</b>	Chief Executive / Corporate Manager, Community and Customer Services	

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**REVIEW OF ANNUAL SUBSCRIPTION TO THE LOCAL GOVERNMENT ASSOCIATION (LGA)****Purpose and background**

1. This report seeks a decision by the Leader in respect of the Council's ongoing membership of the Local Government Association following a decision in March 2010 to give one year's notice of SCDC's intention to cease membership.
2. In making the decision to give notice to quit, the Leader emphasised that the Council retained the right to rescind its notice to quit, if it was considered that the benefits of membership justified its continued subscription. This report provides an update in respect of representations made by the LGA during the course of the year.
3. This is not a key decision.

**Recommendation**

4. The Leader is invited to consider the Council's continuing LGA membership, and to resolve either:
  - (a) To rescind the notice given on 11 March 2010, thus confirming the Council's ongoing LGA membership;
  - (b) To issue a further year's notice of intention to quit, on a 'rolling forward' basis, or
  - (c) To confirm the Council's cessation of LGA membership in accordance with the notice previous given.

**Considerations – Update on developments during 2010-11**

5. The LGA has made representations during the year outlining the benefits of the Council's continuing membership and lobbying on specific issues on SCDC and other district councils' behalf. Detailed background regarding the history, stated aims and purpose of the LGA are given in the previous report to the Leader's Portfolio on 11 March 2010 (referred to in the Background Papers section below).
6. Claire Holloway, Corporate Programme Director attended the Leader's Portfolio in May 2010 to outline the benefits of LGA membership and commit to representing the Council's concerns in respect of its anticipated housing debt arising from the government's review of the negative subsidy system.
7. Further meetings have taken place with Cllr Gary Porter, Chair of the LGA's Housing and Environment Programme Board, and with LGA's Chief Executive John Ransford, in order to develop the LGA's relationship with the Council.

8. The Leader is invited to review his previous decision to issue notice to quit in light of these representations and additional information gathered during the notice period.

**Implications**

9. Financial	The annual subscription to the LGA for 2011-12 is £11,460, representing a reduction on the 2010-11 level of £12,850. Provision has been made within the 2011-12 estimates, therefore this payment can be made from within existing resources.
Legal	There is a legal requirement to provide one year's notice of any intention to cease membership. As such, should the Leader resolve to rescind the current notice and continue in membership for 2011-12, the earliest the Council could leave the LGA would be 1 April 2013.
Staffing	There are no direct staffing implications arising from this report and recommendation.
Risk Management	None specific
Equal Opportunities	The matter for resolution does not involve a function, policy or service; consequently there are no direct equal opportunities implications arising, and an Equalities Impact Assessment has not been carried out.

**Consultations**

10. Prior to the issue of notice to quit in March 2010, the Executive Management Team (EMT) was requested to provide details of the specific LGA services they made use of; the results of this consultation are set out in the report to the Leader's Portfolio meeting in March 2010 (see background papers below). Specific consultations with LGA representations have taken place as identified in paragraphs 5-8 above.

**Effect on Strategic Aims**

11. The support, guidance and best practice provided by the LGA has the potential to enhance the Council's capacity to deliver all its strategic aims, and those of the local community. This indirect benefit must be balanced against the opportunity cost of the annual subscription, savings from which could be reallocated towards support for front-line service provision.

**Conclusions/Summary**

12. The Leader is invited to make a decision on the Council's continued membership of the Local Government Association, from the options set out in paragraph 4 above.

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

[Report to the Leader's Portfolio meeting, 11 March 2010](#)

'Your LGA – a Guide to LGA services 2009-10', from the LGA website:  
<http://www.lga.gov.uk/lga/aio/1846877>

**Contact Officer:** Richard May – Policy and Performance Manager  
 Telephone: (01954) 713366



**SOUTH CAMBRIDGESHIRE DISTRICT COUNCIL**

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<b>REPORT TO:</b>	Leader's Portfolio Meeting	31 March 2011
<b>AUTHOR/S:</b>	Chief Executive / Corporate Manager (Community and Customer Services)	

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**COMMUNITY & CUSTOMER SERVICES SERVICE PLAN 2011/12****Purpose**

1. To invite the Leader to comment on and endorse the Community & Customer Services service plan for 2011/12.

**Recommendation**

2. The Leader is invited to comment on and endorse the service plan attached as **Appendix A** to this report.

**Background**

3. The service planning process for 2011-12 is a critical aspect of the Council's businesses planning cycle. It is key to delivering the 3A's; developing performance management; involving staff; and linking resources with service development. Each Corporate Manager has prepared a service plan for their service areas.

**Considerations**

4. Each year the Council carries out an annual business planning cycle, starting with setting high level objectives in June/July; then continuing with service planning and budget planning in the Autumn; and ending with the final approval of budgets and service plans in February/March. The Corporate Plan is revised and rolled forward at the end of that process and reflects all the preparation that has led up to it.
5. The Community & Customer Services Service Plan is attached as Appendix A. It has been drafted to ensure that it has complied with current internal guidance and taken into account the current position of the authority in terms of resources. The Leader will notice that budget information is outstanding at sections 8. This will be provided before the meeting.
6. In terms of next steps, following agreement, actions detailed in the improvement plan will be monitored throughout 2011/12, with regular reports being made to this Portfolio Holder meeting.

**Implications**

7.	Financial	As detailed in the attached service plan
	Legal	
	Staffing	
	Risk Management	
	Equality and Diversity	
	Equality Impact Assessment completed	
	Climate Change	

**Consultations**

8. SMT, staff and Members have been consulted in the production of the plan. Customer views obtained via other sources are included in the plan and have provided valuable information on the service improvements and/or performance.

**Effect on Strategic Aims**

9. As detailed in the attached service plan

**Conclusions**

10. As outlined throughout the report, the service planning process for 2011-12 is a critical aspect of the Council's businesses planning cycle. It is key to delivering the 3A's; developing performance management; involving staff; and linking resources with service development. Each Corporate Manager has prepared a service plan for their service areas. The Community & Customer Services Service Plan has been drafted to ensure that it has complied with current internal guidance and taken into account the current position of the authority in terms of resources.

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

None

**Contact Officer:** Paul Howes – Corporate Manager (Community & Customer Services)  
Telephone: (01954) 713351



# South Cambridgeshire District Council

## Community & Customer Services

### SERVICE PLAN

2011/12 to 2012/13



**Approved by:**

<b>Portfolio Holder (Partnerships)</b>	<b>Corporate Manager</b>
<b>Name:</b> Cllr Ray Manning, Leader	<b>Name:</b> Paul Howes
<b>Signed:</b>	<b>Signed:</b>
<b>Date:</b>	<b>Date:</b>

<b>Portfolio Holder (Communications)</b>	<b>Corporate Manager</b>
<b>Name:</b> Cllr Tim Wotherspoon	<b>Name:</b> Paul Howes
<b>Signed:</b>	<b>Signed:</b>
<b>Date:</b>	<b>Date:</b>

<b>Portfolio Holder (Policy &amp; Performance)</b>	<b>Corporate Manager</b>
<b>Name:</b> Cllr Tom Bygott	<b>Name:</b> Paul Howes
<b>Signed:</b>	<b>Signed:</b>
<b>Date:</b>	<b>Date:</b>

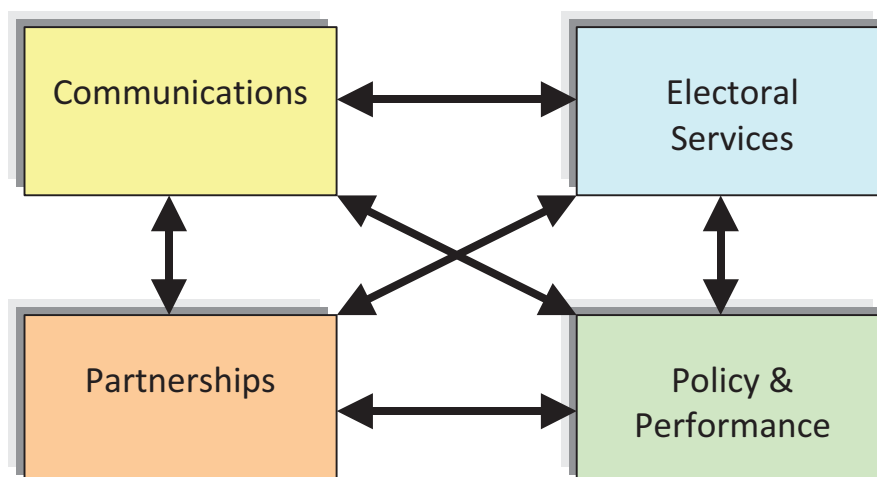
<b>Portfolio Holder (Equality &amp; Diversity)</b>	<b>Corporate Manager</b>
<b>Name:</b> Cllr Mark Howell	<b>Name:</b> Paul Howes
<b>Signed:</b>	<b>Signed:</b>
<b>Date:</b>	<b>Date:</b>

<b>Portfolio Holder (Elections)</b>	<b>Corporate Manager</b>
<b>Name:</b> Cllr Simon Edwards	<b>Name:</b> Paul Howes
<b>Signed:</b>	<b>Signed:</b>
<b>Date:</b>	<b>Date:</b>

## 1. About our service

Community and Customer Services lies at the centre of the authority as a key component in its operation. It has an important co-ordination role to play, ensuring that the authority is best placed to react and adapt to changes in national policy, provide effective and efficient services and ensuring the reputation and profile of the authority is maximised.

Community and Customer Services comprises of four teams - Communications, Electoral Services, Partnerships, and Policy & Performance.



It should be recognised that there are synergies between functions and a number of shared responsibilities that necessitate close working between the teams and with other service areas across the Council.

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

- ❑ To communicate the Council's vision, priorities, objectives and processes effectively both to staff, through an effective internal communication and consultation process, and externally to partners, agencies and the public.
- ❑ To develop and actively contribute to the delivery of the Council's corporate communications strategy by maintaining positive relationships with stakeholders including the media and protecting and improving the reputation of the Council.
- ❑ To actively foster and develop positive relationships with local organisations and partners, including the voluntary sector and local business as well as other statutory bodies at county, regional and national levels.
- ❑ To ensure that the Council meets all statutory requirements regarding electoral registration and the conduct of elections.
- ❑ To support the Council's policy-making and service planning processes ensuring their links with the Corporate Plan and the needs of customers and local communities.
- ❑ To support the monitoring and benchmarking of service delivery against national and local indicators and to empower managers across the Council to take action to improve performance where necessary.
- ❑ To champion the examination of policy and services from the perspective of customers, partners and communities across all services.

- To make an active and positive contribution to the Council's process of implementing cultural change and organisational development and help to embed a shared vision and values across the organisation.

## Communications

The Communications Team is responsible for the following activities:

- Supporting the Council in meeting its statutory duty to inform, consult and engage residents and communities
- Ensuring that Council communications comply with legislation
- Supporting services in their duty to "warn and inform" under the Civil Contingencies Act
- media relations – press office, media releases, media briefings / conferences, coordinating broadcast and print interviews, working with reporters / editors, promoting and pursuing positive opportunities
- publications – including residents' quarterly *South Cambs magazine*
- corporate branding – reviewing and monitoring use of the corporate brand and guidelines for its use
- promotional work – posters, displays, leaflets to support services and corporate initiatives
- internal communication – including staff magazine, Corporate Brief and intranet 'Pinks' and 'Hot Topics'
- reputation management – including strategic communications planning for management or corporate initiatives such as service changes, budget savings and growth areas

## Electoral Services

The Electoral and Support Services Team is responsible for the following activities:

- compilation and maintenance of the electoral register
- management of elections
- promoting democratic engagement

## Partnerships

The Partnerships Team is responsible for the following activities:

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

- Community transport
- Grants to the voluntary sector to promote a thriving third sector
- Mobile warden scheme grants

## **Policy & Performance**

The Policy and Performance Team is responsible for the following activities:

- Promoting equality and diversity and ensuring that the Council complies with all related statutory requirements
- Supporting the Scrutiny and Overview function and ensuring that it meets relevant statutory requirements such as annual Crime and Disorder scrutiny
- Collating and publishing performance information
- Supporting the development of corporate priorities and policies
- Developing and supporting corporate consultation
- Providing a central hub for community intelligence, comprising consultation, value for money, benchmarking and demographic information.
- Co-ordinating the Council's response to, and helping the Council to perform as well as possible in relation to, audit and inspection regimes and other assessment processes
- Promoting and supporting performance improvement throughout the organisation
- Supporting the Service First Steering Group to improve customer service and leading the project to achieve Customer Service Excellence accreditation by 2011
- Managing the Council reception service at Cambourne
- Managing customer service processes such as complaints, comments and compliments management.
- Monitoring Council performance against key customer service indicators.
- The monitoring & review of the Council's contract, financial payments and performance of the Contact Centre.

## 2. Our Performance and Plans to Improve

The major change to the service plan this year is a real shift away from simply saying how we provide our service to a more complex analysis of how we have performed in the previous year, identifying good practice, identifying where we need to improve and identifying how this improvement will be delivered (including shifting resources and, potentially, redefining service levels).

### **Achievements in 2010/11**

The past year (2010/11) has been a year of consolidation and refocus for all services falling under Community & Customer Services, re-establishing their central position within the authority as a whole. The vision for Community & Customer Services is to become a central 'hub' for data and information within the authority in areas such as community intelligence, consultations, service planning and project management. This vision was supported by the improvement plan in last years service plan, which set out a comprehensive, ambitious and far reaching set of actions for 2010/11. There have been many successes against these actions, which are set out below.

Improvements in all aspects of customer service are already being made as a result of working towards the Customer Service Excellence Standard, specifically regarding customer insight and consultation. To enable the Council to put the customer at the heart of its service delivery, the Policy and Performance Team, as outlined above, has started to establish itself as the central point for consultation responses to be used as a corporate resource.

Led by the Equality and Diversity Officer the authority received the 'Achieving' level of the Equalities Standard, following a comprehensive peer review in October 2010. This award confirms how far the Council has come in a relatively short period of time towards achieving positive outcomes for staff and customers in terms of equal opportunity and tackling all forms of discrimination.

As a member of Stonewall we have continued to use access to a national benchmarking framework on equalities.

We have continued to support the Crime and Disorder Reduction Partnership to clearly identify its priorities, make even better use of its resources and publicise the effectiveness of the partnership working that is occurring across the district.

Scrutiny undertook a very successful challenge of CDRP performance and SCDC performance in terms of crime and disorder issues.

The appointment of a new policy and performance manager and senior policy officer has increased capacity to provide a 'horizon-scanning' policy service and to assume responsibility for establishing a consistent approach to project management across the Council.

Positive engagement with local media and news agencies continues, with improving relationships on all side. This has been supported by informal feedback.

All Electoral Commission performance standards were met or exceeded.

South Cambridgeshire had the highest turnout in the county for the combined local and Parliamentary elections in May 2010. The elections were conducted smoothly; the count was completed and results announced well within target times.



We have taken time to refocus the way in which we use our Performance Management system (CorVu). We have put in place a post implementation action plan concentrating on monitoring only performance indicators, corporate actions and strategic risks. This refocusing will ensure that the system provides easy access to all staff and Members to timely, clear and accurate performance information.

Two successful, value adding Scrutiny Task and Finish groups have been used to make recommendations in the areas of Performance Management and Value for Money in the Housing service area.

Good progress has been made in reviewing the performance of the contact centre. Through a detailed analysis of the current trends in call volumes and costs it has been possible to make an annual saving of £54,000 on the cost of the contract.

A review of Customer Contact has been carried out (due to report in June 2011) to identify and evaluate the options for an integrated customer contact framework for the authority for the next 5/10 years.

Significant improvements have been made to the performance and policy framework of the authority specifically in terms of;

- Compilation of a Policy database highlighting what policies/plans/strategies the authority has, when they are due for renewal and who is responsible for them
- Compilation of a Projects database identifying what projects are currently being carried out across the authority and enabling EMT to monitor progress and performance against them and identify cross authority learning
- A complete refresh of the Project Management Toolkit to enable a more corporate and consistent approach across the authority
- Development of a comprehensive Performance Management Manual to ensure a consistency of approach to the Performance Management Framework
- Complete revision of service planning guidance to focus service plans more on performance issues and where improvements can be made
- Developed a database for all national indicators and key local indicators setting out responsible officers for audit purposes

The Policy and Performance Team have taken an active part in developing the role and operation of the Performance Improvement Group and monitoring, and in many cases carrying out, the actions in the Performance Improvement Strategy.

A Corporate Plan for 2010/11 was successfully delivered and widespread consultation has been carried out on the draft corporate actions for 2011/12.

Pioneering use has started to be made of the 'YouChoose' participatory budgeting tool to engage with our communities and allow them to indicate where council budget cuts should fall, where efficiencies might be made and where income might be generated/maximised.

A much clearer and more integrated template has been developed for reporting performance corporately, linking performance and financial information together. This has been used by EMT to make decisions about resource allocation across the authority to address adverse performance issues and increase effectiveness and efficiency, although further development of this, into a comprehensive corporate 'Healthcard', will be prioritised in 2011/12.

A new Value for Money (VfM) template has been developed and rolled out across the authority, enabling service areas to demonstrate where their services are providing good value for money and where improvements need to be made. This has been linked to the service planning process to enable service areas to compare themselves to other authorities and undertake a more comprehensive assessment of performance.

A new Community Engagement strategy has been developed, incorporating a revised Consultations Policy and Communications Policy. This is the first step to developing an integrated engagement framework to ensure that our engagement with our communities is as effective, efficient and co-ordinated as possible.

An options appraisal review has been undertaken into the introduction of a citizens panel, with implementation scheduled for 2011/12.

Huge strides have been made in the area of community intelligence specifically in terms of;

- A review of existing community intelligence arrangements across the authority
- The production of a South Cambridgeshire Area Profile and encouraging the use of existing ACRE ward profiles for all wards in South Cambridgeshire
- Setting up a dedicated e-mail address for community intelligence enquiries

Visited over 25 villages and village events to promote council services.

We have strengthening links with our Parish Councils, facilitated by regular liaison meetings, dedicated support to resolve issues and the developing Parish Charter.

We have successfully merged our Local Strategic Partnership with Cambridge City and have developed a joint Sustainable Community Strategy.

We have worked to map existing Community Transport provision, working closely with all relevant agencies and started to fill the gaps identified and better advertise existing schemes.

We have continued monitoring of all 3 year grants and carried out spot checks of 1 year grants to ensure appropriate use of grant funding and value for money.

A very well received media monitoring report has been developed. This is widely distributed and enables to the authority to effectively monitor external reputation.

Surveys were carried out on the operation of both Scene and Corporate Brief, with very positive results indicating that both are seen as effective means of communication, with Corporate Brief especially seen as a good 2 way communications tool. Following suggestions made in this survey, improvements have been made including the introduction of a staff feedback session at the beginning of Corporate Brief.

South Cambs magazine continues to be well received by the community. A change in designer through a contract negotiated in partnership with the County Council has seen increased advertising revenues further subsidising the cost of the magazine. It also led to a refreshed, updated look for the magazine.

We have been instrumental in developing a new Employee Engagement Strategy for the authority, building on the views collected through the last staff survey.

We have continued to meet our targets in respect of corporate complaints, with an increase in the number of learning from complaints forms received.

## Where we plan to improve

Community and Customer Services have, as outlined previously, made huge strides in 2010/11 and achieved in a number of key areas. However we need to recognise that we are operating in a radically different external environment from this time last year. This presents a number of opportunities and challenges for the team in the coming year in terms of how it operates and supports the authority. We need to become more proactive and become a driving force in the authority.

Value for money and efficiency, and demonstrating it to our communities, needs to be a key role of the service, and indeed the authority, in 2011/12.

Based on performance and improvements achieved in the last year and the changes in external environment outlined above, the key priorities for Community and Customer Services in the next year will be;

### 1. Use of Performance Information

An improvement in the way performance information is managed and reported across the authority including the development of a new, comprehensive corporate performance 'scorecard', containing an agreed 'basket' of key indicators. This should include how we communicate performance information externally to our communities as well.

### 2. Corporate Planning Cycle

The development of the corporate planning cycle to ensure that consultation on the 3 A's throughout the process is a key element, leading to the development of an overarching 3 year Corporate Plan setting both the strategic direction of the authority and high level priorities.

### 3. Customer Contact and Customer Service

Complete the customer contact review, ensuring that it comprehensively assesses all available options and leads to the implementation of a sustainable, holistic and integrated customer contact framework for the authority, linking into the corporate actions for 2011/12 around channel shift and improvement to the website. Also to further embed the work undertaken towards Customer Service Excellence to maximise the benefit of the accreditation to the authority and its customers, ensuring that a focus is maintained.

### 4. Development of Community and Customer Services

Further develop and promote the idea of CCS as a corporate 'hub' to service areas to ensure that the authority is aware of the services that the unit can (and can't) provide. Following the abolition of elements of the national performance management framework and of the government inspection regime, to move CCS from an inspection/control function to a role of 'support and challenge'.

### 5. Consistent branding of the Council and seek to improve public perception

There is a need to raise the authority's profile, regenerate its reputation and strengthen its public identity as a vibrant and modern authority. We will work to improve public perception about the value for money provided by SCDC. In the 2008 Place Survey, only 33% of

residents agreed that SCDC provides value for money - on a par with the national average but 3% lower than the Cambridgeshire average. A sizeable 39% neither agreed nor disagreed which suggests low awareness of the value for money they are receiving, given that SCDC has the 12<sup>th</sup> lowest council tax of all district councils.

Aligned to this is a need to reinforce how we use consultation as an authority including the increased use of social media as a means of communication and engagement.

**6. Develop an authority wide approach to the Localism and the 'Big Society' agenda**

To enable the authority to gain an understanding of the above agenda and put in place a framework to promote an integrated, district wide approach and strengthen how the authority works with parishes.

**7. Reposition partnership working**

We will refresh partnership working across the district and with Cambridge City to add value to existing work, deliver real outcomes that matter that we cannot deliver on our own and support the localism agenda.

These areas will be our main areas of focus however there are a number of additional areas that will require further development and improvement in 2011/12. Some of these will feed into the above priorities, others will be more stand alone in nature. All of these are detailed in the attached service improvement plan, which will be monitored on a quarterly basis throughout 2011/12. As mentioned before, given the current changing nature of local government and 'fluidity' in terms of government policy these may be subject to change in light of future policy announcements.

### 3. The Context for Our Plan

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. An understanding of the issues South Cambridgeshire faces and the district council's potential role in addressing these has helped to shape our services and aims.

The key influences and challenges on service delivery across the organisation are currently dominated by:

- Economic factors** - 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 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.
- Population Growth** - South Cambridgeshire remains a growth area. 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.

Although these two areas are the dominant factors, there are many others which need to be tackled including;

**Political and legislative** - We envisage substantial changes to service delivery arising from known and current government policy, and from changes in direction and priority that the new government may pursue.

**Partnerships** - 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.

**Demographics** – 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.

**Deprivation** - 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.

**Sustainability** - 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.

a) **External Drivers**

The following external drivers influence the service Community and Customer Services provides.

<p style="text-align: center;"><b>Political</b></p> <ul style="list-style-type: none"> <li>• Role of Members in partnerships</li> <li>• Involvement of Members in the improvement agenda, including values and scrutiny</li> <li>• Local and general elections</li> <li>• Continued impact of change in government policy</li> <li>• Recognition of the role of the Communications team in reputation management</li> <li>• Expectation of partners in joint communication projects</li> <li>• Political appetite for shared services between authorities and other public sector providers</li> </ul>	<p style="text-align: center;"><b>Economic</b></p> <ul style="list-style-type: none"> <li>• Council budgets and financial position</li> <li>• Recession resulting in                             <ul style="list-style-type: none"> <li>• more demand on voluntary advice and support organisations</li> <li>• potential increase in crime levels</li> <li>• potential loss of advertising revenue for <i>South Cambs magazine</i></li> </ul> </li> </ul>
<p style="text-align: center;"><b>Social</b></p> <ul style="list-style-type: none"> <li>• Demographic changes</li> <li>• Housing costs and availability</li> <li>• Transport issues</li> <li>• Growth areas e.g. social housing, age, cultures, religion – differing communication needs and implications for equality, diversity and community cohesion</li> <li>• ‘Them’ and ‘Us’ danger – need to manage communications with new and existing communities</li> <li>• Increasing customer expectations</li> </ul>	<p style="text-align: center;"><b>Technological</b></p> <ul style="list-style-type: none"> <li>• Further developing performance management ICT and sharing data with partners</li> <li>• Potential for new technology to open communication channels, especially for new home areas</li> <li>• Need for provision of basics such as broadband across the district, including new communities.</li> <li>• Increasing impact of ‘social’ networking sites</li> </ul>
<p style="text-align: center;"><b>Legislation</b></p> <ul style="list-style-type: none"> <li>• Further legislation aimed at strengthening local democracy and decentralisation</li> <li>• Increased scrutiny powers and duties through Local Government and Public Involvement in Health Act 2008 and Police &amp; Justice Act 2007</li> <li>• Single Equality Bill’s new duty to reduce socio-economic inequality</li> </ul>	<p style="text-align: center;"><b>Environmental</b></p> <ul style="list-style-type: none"> <li>• Rural areas with differing communication needs</li> <li>• Increasing necessity to look at environmentally-friendly, yet effective methods of communication</li> <li>• Need to reduce mileage as well as provide a supportive service to our rural communities</li> </ul>

**b) Key Partners**

- Members of South Cambridgeshire and Cambridge City Local Strategic Partnership and its theme groups, such as the Crime and Disorder Reduction Partnership
- Cambridgeshire consultation partnership
- Cambridgeshire Direct
- Cambridgeshire scrutiny network
- Contact Centre
- East of England scrutiny network
- Equalities Consultative Forum
- Local and industry media
- Parish councils
- Performance management partnership with the County Council and other district councils using CorVu
- Stonewall (The UK’s leading charity campaigning to promote lesbian, gay and bisexual equality in the workplace and wider community)
- Voluntary and community sector organisations

**c) Strengths and Weaknesses**

A full Swot analysis has been completed for Community and Customer Services with a number of points identified in each area. The full analysis is available, however those that are felt to be the key points are presented below in order to give context to the service plan.

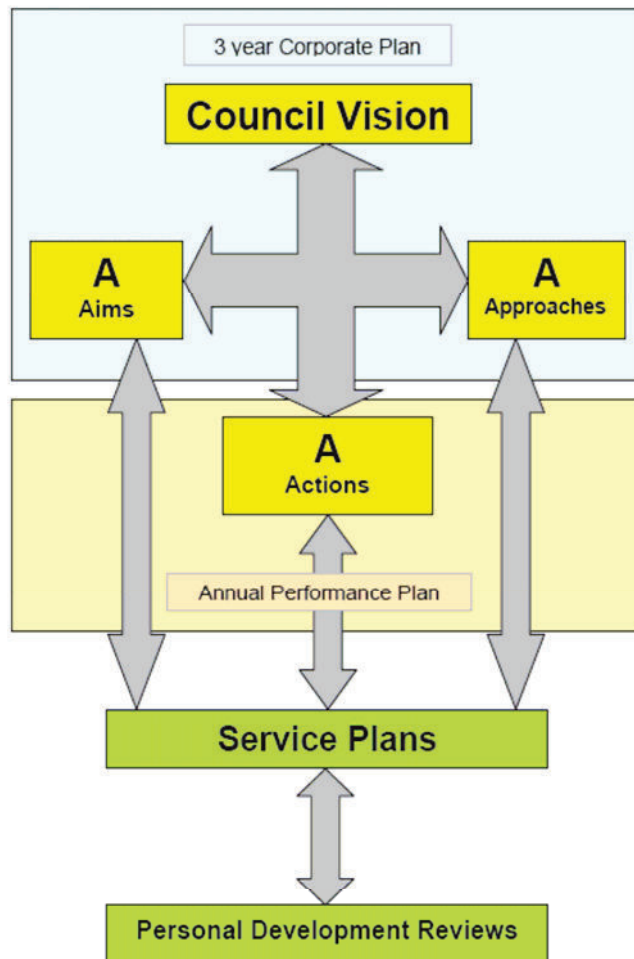
<p><b>Strengths</b></p> <ul style="list-style-type: none"> <li>• Professionalism, skills and experience</li> <li>• Multi-disciplinary teams</li> <li>• Enthusiasm and commitment</li> <li>• Working directly with communities to find out their needs</li> <li>• Excellent officer relations with partners from all sectors</li> </ul>	<p><b>Weaknesses</b></p> <ul style="list-style-type: none"> <li>• The service is stretched over a range of complex corporate projects with limited resources: for example             <ul style="list-style-type: none"> <li>- Customer Service Excellence (CSE) accreditation</li> <li>- communications projects beyond South Cambs magazine</li> </ul> </li> <li>• Small teams reliant on individuals’ knowledge and skills</li> </ul>
<p><b>Opportunities</b></p> <ul style="list-style-type: none"> <li>• Scope for greater co-operation and joint work between our teams</li> <li>• Need to promote the Council’s achievements and value for money</li> <li>• Establish the Policy and Performance Team as the central hub for community intelligence</li> <li>• Coordination of Big Society projects and localism agenda</li> </ul>	<p><b>Threats</b></p> <ul style="list-style-type: none"> <li>• Funding coming to an end – Equalities secondment, SSCF and parish plans</li> <li>• Increased social media v traditional channels</li> <li>• Lack of capacity and corporate buy-in elsewhere in organisation to support key corporate projects e.g. Customer Service Excellence.</li> </ul>



## 4. Council Objectives

The Council has set Aims, Approaches and Actions for 2011/12, which helps the authority to achieve the South Cambridgeshire/Cambridge City Sustainable Community Strategy and the Council's Corporate Plan including its vision.

The framework set out below shows how these and other key elements of the Council, including service plans, fit together.



Community and Customer Services plays a crucial role in the centre of this framework and the organisation, helping all services work towards achieving the Council's strategic aims.

Five aims have been set for 201/12, namely;

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

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

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



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

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

The communications, elections, policy and performance and partnerships teams support the delivery of all five Aims.

**COUNCIL ACTIONS FOR 2011/12**

Community and Customer Services provides corporate support for the delivery of all of the 17 Council Actions agreed by the Cabinet on 10 February 2011 and Council on 24 February 2011.

We have direct responsibility for carrying out specific actions related to the following:

**A1** We will provide **excellent customer service** through specific actions aimed at getting it right first time, led by:

- i) Enabling customers to use our website to access more information and services;
- ii) Putting in place 'tell us once' arrangements across services by identifying and eliminating unnecessary repeat contacts
- iii) Making it easier to access Council information and services by reviewing how customers contact us, and introducing new methods

**B1** We will take an inclusive approach to enhancing the quality of life for older people in our community through actions:

- i) within our Community Transport Strategy to identify need and access to Community Transport;

**C2** We will carry out a 'Pride in South Cambs' campaign to build community cohesion and increase the attractiveness of the environment for everyone, through the following specific actions:

- i) Reward residents for positive work to maintain the attractiveness of their homes and local communities via a public competition for the best kept village, streets and individual gardens.
- ii) Help the district celebrate a traditional Christmas.

**VALUES**

The Council has also adopted a set of Values, which will be embedded in the service in 2011/12 through behaviours agreed across the Council:

- Customer service;
- Mutual Respect;
- Trust;
- Commitment to Improving Services

## 5. Service Objectives

Service objectives have been developed to take account of the Council's aims, approaches and actions, which assist the Councils vision and the joint South Cambridgeshire and Cambridge City Sustainable Community Strategy.

1. To work towards the following communications objectives - that
  - the council is held in high repute by all stakeholders for its services and the leadership it gives to all South Cambridgeshire communities
  - members and staff feel well informed and act as advocates for the council with all stakeholder groups
  - the council is valued by residents and all stakeholders for the quality of the services it delivers and its successes in championing the needs of South Cambridgeshire at the local, regional and national level.
2. To support the democratic process by striving to make voting and voter registration easier, secure and more accessible to all, using the most up to date methods.
3. To build strong and sustainable communities through the continuing development and delivery of activities, resources and support to strengthen the skills and confidence of people and community groups to enable them to take effective action and leading roles:
  - Support partnership action aimed at creating sustainable communities, through ensuring robust governance, council engagement and appropriate leadership
  - Co-ordinate the delivery of the district council's Community Engagement Strategy
  - Empower and engage the third sector
  - Empower and engage Parish Councils
4. To work with local people and partners to co-produce strong, safe and sustainable communities
  - Promote and support effective partnership action through ensuring robust governance, council engagement and appropriate leadership
  - Promote and support effective community engagement, providing opportunities for individuals and organisations to influence decision-making
  - Support, engage and empower the third sector
  - Support, engage and empower parish councils
  - Work together with partners to tackle anti-social behaviour and the impact it has on local communities
  - Work together with partners to reduce crime and the fear of crime
5. To promote equality and diversity, targeting resources to those in greatest need.
6. To work with the Service First Group to promote a culture and commitment to excellent customer service across the Council, with the whole Council achieving the national Customer Service Excellence award by in 2011.
7. To provide a reception service which is an outstanding first point of contact at which customers can easily access services and information.

8. To keep under review the Council's contract with the Contact Centre and the resulting level of service provided, resolving issues with the Contact Centre management or through other agreed mechanisms, as appropriate.
9. To support the development and achievement of the Council's strategic objectives through policy planning, community intelligence, corporate consultation, Councillor scrutiny and performance improvement.

## 6. Our Customers

We have a range of customers including;

- **Internal** customers –
  - staff and Members – who receive support regarding communications; partnership advice; customer service (for example through Reception and the complaints system); performance management (CorVu); policy advice, service planning; equality and diversity; and scrutiny.
  
- **External** customers –
  - Residents of the district, as service users, Council Tax-payers and electors
  - members of the local community,
  - partner organisations,
  - grant recipients,
  - parish councils,
  - businesses,
  - the voluntary sector and community groups,
  - visitors to reception,

and including;

- Internal and external audit.

### What do customers think of our services?

Following the abolition of the Place Survey, the latest figures available for overall satisfaction across the district relate to the 2008/09 survey. As outlined earlier in the service plan, work will be undertaken in 2011/12 to identify a suitable replacement for this important method of measuring satisfaction and engaging with our communities.

In the latest survey, the vast majority of residents (90%) were satisfied with their local area as a place to live (NI5) with a third (35%) stating they were very satisfied. Just 3% said they were dissatisfied. This is a 6% increase in satisfaction compared with 2006/07 BVPI results (84%)

South Cambridgeshire scored exceptionally highly for most National Indicators, performing amongst the top 50 district councils nationally (1st quartile) for twelve out of the eighteen National Indicators. More notably, South Cambridgeshire District Council occupied a position amongst the top 10 highest performing district councils on 5 indicators as described below (N.B. All comparisons are made among other district councils and not all local authorities).

South Cambridgeshire occupied the 1st position out of all 201 district councils, nationally, for NI41 - People being drunk/rowdy being perceived as a problem (9%). Furthermore, the percentage of people who consider drunk and rowdy behaviour to be a problem in their area has dropped by 3% from the 2006/07 BVPI survey (12%).

South Cambridgeshire also occupied the 3rd position out of all 201 district councils for NI42 (perception of using/dealing drugs being a problem), nationally, and 2nd place amongst its 13 CDRP (Crime and Disorder Reduction Partnership) statistical

neighbours, scoring exceptionally well. Most importantly, the percentage of people who consider people dealing or using drugs to be a problem in their area decreased significantly by 12% from the 2006/07 BVPI survey (25%).

Findings for the remaining 3 NIs where South Cambridgeshire occupied one of the top 10 positions include:

- Overall, very few people thought anti-social behaviour to be a problem in South Cambridgeshire, putting the District Council in the 5th highest position among other district councils (7.5%).
- An exceptionally high percentage of one in five (20%) South Cambridgeshire residents had been involved in Civic Participation in the last 12 months, placing the District in the 7th position nationally.
- Finally, a third of all residents (33%) had participated in regular volunteering in the past 12 months, placing South Cambridgeshire in the 8th position nationally.

The general picture that forms from this analysis is that South Cambridgeshire is performing exceptionally well in regards to tackling crime and anti-social behaviour, although this is not reflected in residents' perceptions of the work public providers are doing, with South Cambridgeshire occupying the 100th position nationally among district councils in regards to NI21 - the percentage of people who agree the police and other local services are successfully dealing with local concerns about anti-social behaviour and crime issues. This gap between perceptions of incidents of crime and anti-social behaviour, and perceptions of the public service providers' role in tackling crime and anti-social behaviour, is an issue for further research.

Fewer than one in two residents (44%) were satisfied with the way South Cambridgeshire District Council runs things. This was lower than the average satisfaction for all district councils in Cambridgeshire at 48% and the national average (all authorities) of 46%. In 2006/07 BVPI 57% of residents were satisfied with the way the Council runs things, signifying a 13% decrease in satisfaction. This equates to a significant drop, even in the light of satisfaction decreasing nationally, albeit to a lesser degree of 7% (from 53% in the 2006/07 BVPI survey to 46% in 2009).

A third of all residents (33%) agreed that South Cambridgeshire District Council provides value for money while 28% disagreed. This was lower than the County average of 36% but on par with the national average of 33% (all authorities). This is a major decrease of 16%, compared with 2006/07 BVPI results when 49% of residents thought the Council provides value for money. National trends show a similar drop in value for money across all authorities, although to a lesser degree of 12% (from 45% in the 2006/07 BVPI survey to 33% in 2009).

In terms of communication, 46% of residents feel well informed about the Council, more than all other residents in the county (2008 Place Survey). The readership survey of Spring 2009 shows a high satisfaction rate with *South Cambs magazine*. Around three quarters found the magazine easy to read, well designed and informative. A new survey will be undertaken in 2011.

As part of the internet registration process, electors have provided feedback on the registration service. All the feedback has been positive and demonstrates the growing demand of the electorate to use electronic methods of communicating with the Council.

A refreshed reception satisfaction survey was launched in November 2010. 40 respondents completed the survey since its launch. A summary highlighting satisfaction ratings of the report is as follows. A full report is available upon request from the Customer Service Co-ordinator.

- 80% of respondents rated accessibility to these offices as 'good' or 'excellent'.
- The majority of customers visit our offices because they need to see a member of staff (39%); or to deliver or collect a form (20%).
- 97.5% rated the cleanliness of the reception area as 'excellent' or 'good'.
- 89% rated our facilities provided as 'excellent' or 'good'.
- The Council commits to 'welcoming visitors promptly' and the results were positive in that 97% did not have to wait more than 5 minutes to be seen by a member of the reception staff and/or a case officer.
- All respondents considered their waiting time to be acceptable.
- 95% rated overall satisfaction with reception service as 'excellent' or 'good'.
- 74% of respondents rated their overall satisfaction with the office staff as 'excellent' or 'good'

Overall, feedback from the survey was very positive, demonstrating that the Council is meeting its targets for greeting customers promptly and seeing all customers within 10 minutes of their appointments. Key development areas related to the increasing the provision of private rooms for customers discussing sensitive personal matters and increased access to ICT in Reception, will be taken up by the CSC and will inform the on-going Customer Contact review.

Detailed Customer Insight surveys have also been conducted on reception and concluded that 91% of customers had their enquiry resolved during their visit. The surveys also provided important community intelligence on how customers wish to contact the council, which will be fed into the on-going Customer Contact review.

## **7. Are we meeting the needs of all our community?**

South Cambridgeshire is predominantly rural in nature, with 101 villages, no urban centres and an area of approximately 90,000 hectares. The population is approximately 140,000 and population density is low at 1.6 persons per hectare.

There is little deprivation in South Cambridgeshire with the area ranked 5<sup>th</sup> least deprived in England using the Indices of Multiple Deprivation.

The population of South Cambridgeshire is predominantly white British (89.5%). The largest individual ethnic minority population in the district is the fluctuating Traveller population, estimated at 1,330 people (1 per cent of the population of the district) in the sub-regional Travellers Need Assessment survey published in 2006.

The Council's offices are located in Cambourne, which is towards the geographical centre of the District, and are fully accessible to persons with a disability. Cambourne is easily accessible by road and is well served by public transport by bus from Cambridge. However, unless residents live on the Cambridge – Cambourne – St Neots bus route they will need to take two bus journeys to reach the offices. Perhaps as a consequence, the majority of residents prefer to contact the council by telephone. The Contact Centre is open for calls 72 hours per week from 8am to 8pm Monday to Saturday providing a high level of accessibility. Callers may use type-talk, language line or text-phone to contact the Centre. However initial channel analysis as part of the Customer Contact review has identified that numbers of calls received have shown a downward trend over the past few years, whilst the number of hits on the website have increased. A full analysis of these trends and consultation on how customers wish to contact the authority will form part of the Customer Contact review to ensure that a framework is implemented that gives a holistic, comprehensive service moving forward.

The Policy and Performance team is supporting all services within the Council to understand customers' changing needs and is providing a corporate project lead to achieve Customer Service Excellence accreditation in 2011. Customers' equalities data is starting to be effectively mapped in some service areas and this is being further developed alongside the Equality Impact Assessment (EqIA) process. These assessments identify and analyse the positive and negative equality impacts of the Council's key policies and functions.

We have supported managers in completing a total of 55 High and Medium risk Equality Impact Assessments (EqIAs) by 31 March 2011. In 2011/12 we will continue to focus on EqIAs and help managers to improve monitoring of customers' equalities data. We have strengthened the reporting process to ensure that all reports to Cabinet or Council now include consideration of whether an EqIA is necessary.

A key message is that the percentage of residents aged 65 or above is forecast to rise from 14.8% in 2001 to 23.5% by 2021. Conversely, the percentage of under 20-year olds is forecast to decrease from 25% in 2001 to 22.6% by 2021. The Gypsy and Traveller population is also growing and the District is reported to have one of the highest populations of migrant workers in the country.

In 2009 we enrolled the Council as a Stonewall Diversity Champion, demonstrating the Council's commitment to promoting lesbian, gay and bisexual equality in the workplace, which has continued into 2010/11. We will continue to support national and international equality and diversity events during 2011/12, within the resources available.

## 8. Our Financial Resources

To be added into final service plan in March with info supplied by Finance.

## 9. Value for Money

The Communications, Electoral Services, Partnerships, and Policy & Performance teams are all small, lean teams. Value for money comparison with other councils is difficult because all have different structures and ways of providing these services. However, there are some benchmarking figures.

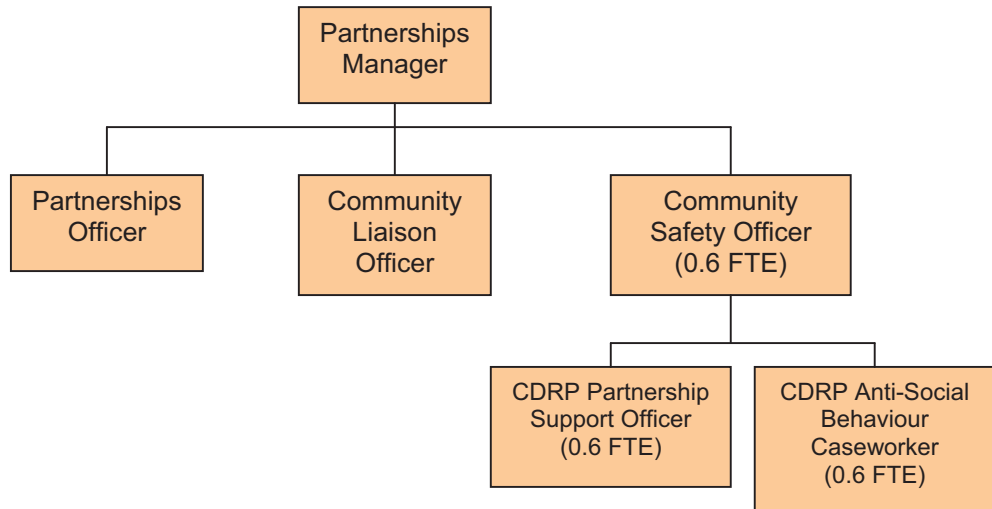
VfM self assessment template to be inserted.

The Centre for Public Scrutiny's 2008 annual survey shows that in district councils the average number of scrutiny officers was 1.4. SCDC has 1. The average scrutiny budget for district councils in 2008 was £3,735 (down £1,588 on 2007). The figure at SCDC is £5,000 but this also covers venue hire and scrutiny training.

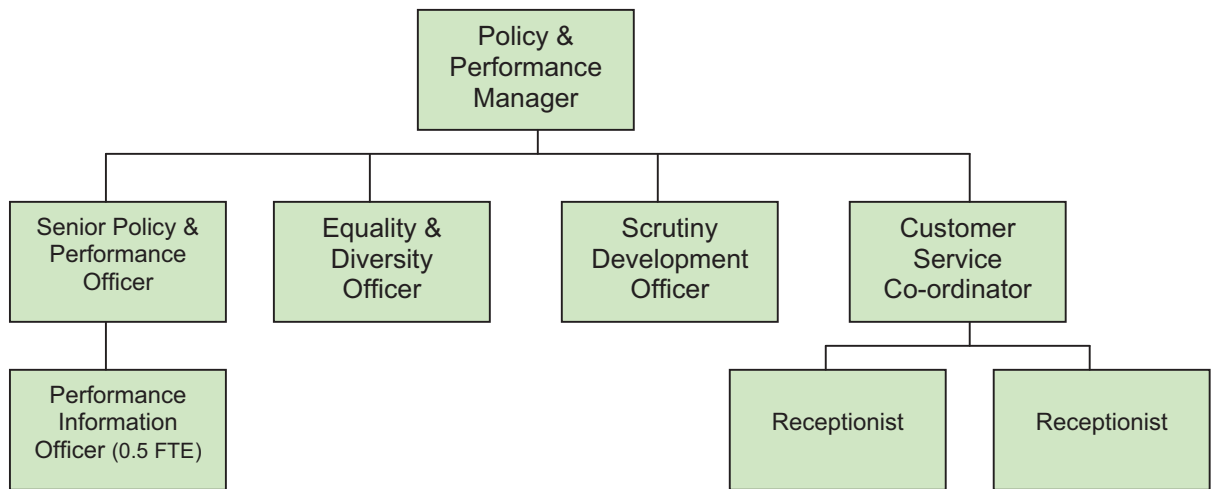


**10. Workforce Overview 2011/12**

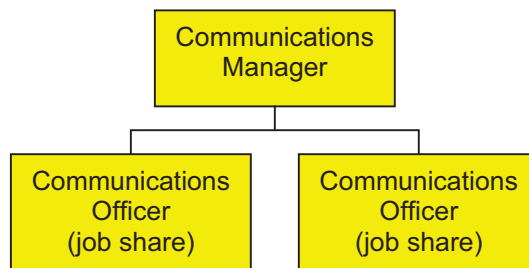
**Partnerships Team – 4.8 FTE**



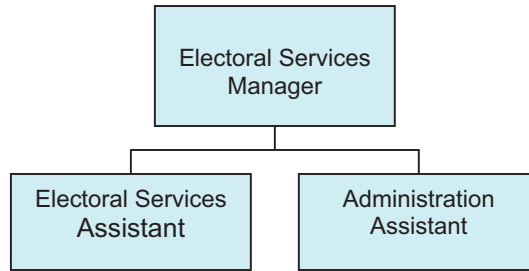
**Policy and Performance Team – 8.5 FTE**



**Communications Team – 2 FTE**



**Electoral and Support Services Team – 3 FTE**



Both the Partnerships and Policy and Performance teams are of a multi-disciplinary nature and address issues where there is a great deal of ongoing change. Staff development and keeping up with current issues will continue to be an important workforce consideration.

Another major issue for these teams is that there is very little cover when posts are vacant through turnover or sickness. This was particularly evident last year with vacancies in the Customer Service Co-ordinator and Anti-Social Behaviour Caseworker posts. Members of the relevant team managed the problem through the development of generic policy skills and covering of posts by other officers, but the situation highlights issues of capacity and resilience.

Capacity within the Policy and Performance team grew in response to issues raised in the Corporate Governance Inspection (CGI) of 2007. Nevertheless, there were still under resourced areas such as policy development, research and benchmarking. Following a review of the team structure in June 2009, it was agreed to create a new Senior Policy & Performance Officer position to fill these gaps, funded by creating a 0.5FTE performance information officer post in place of the FT performance improvement officer post, and not filling the vacant Policy and Projects Officer post. This post has been filled in 2010/11 and has enabled an increased workload to be undertaken by the Policy and Performance Team.

In the restructure of the policy and performance team, its members have expanded the generic element of their roles so that each provides a link with an individual service area.

The Communications team lost a fixed term post in March 2009, which has reduced capacity for corporate and cross-council projects. They have experienced a number of changes in personnel in 2010/11 following staff leaving and maternity leave, however workloads, achievements and outcomes have been maintained.

The main workforce issue for the Electoral Services team is that the service pressures fall unevenly throughout the year.

CDRP posts are externally funded and often the budget for the coming year is not known until after the start of the financial year making budgeting difficult.

The Partnerships team has developed more awareness of each others posts during the past 12 months to increase resilience although this is still an issue due to the small size of the team and number of part time officers.

## 11. Risk Overview

Key risks to the successful delivery of our service are set out in the Community and Customer Services Risk Register. This is kept under regular review through the Council's normal risk management procedures. A full copy of the register is available on request however those that are felt to be the key risks are presented below.

- a) Failure to meet duty of community engagement leading to disengaged communities resulting in frustration by partner agencies and loss of reputation
- b) Delayed progress in the implementation of Corvu leading to possible delays in achieving the Council's performance management objectives, resulting in Corvu becoming discredited in the eyes of users and serious gaps in performance management which will hinder effective performance improvement now and in the future.
- c) Poor perception of local services/ Council, leading to low satisfaction ratings, resulting in poor reputation.
- d) Limited capacity within small teams to deliver on increasing range of projects and responsibilities leading to ill-informed residents and partners resulting in poor reputation and lowered performance



## SERVICE IMPROVEMENT ACTION PLAN: Community and Customer Services

### Key for Improvement Plan

Implementation Status  
(to be updated quarterly)

R	Little or no progress has been made to date. Target date likely to be missed. <b>Intervention needed</b>
A	Some progress has been achieved but concerns about ability to meet completion date. <b>Monitor</b>
G	The improvement action has been completed or on track to meet completion date.

### Relevant Council Aim/s:

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

### Relevant Council Approaches:

- (1) Listening to and engaging with our local community
- (2) Working with voluntary organisations, Parish Councils and Cambridgeshire County Council to improve services through partnership
- (3) Making South Cambridgeshire District Council more open and accessible
- (4) Achieving improved customer satisfaction with our services
- (5) Ensuring that the Council demonstrates value for money in the way it works

ref.	Improvement or Change Objective	Status	Actions	Completion Date	Link to relevant PI / Outcome	Lead Officers	Other Services directly affected in terms of input?	Additional Resources?	Progress Update – Q1/Q2/Q3/Q4
<b>Over-arching across whole of Community and Customer Services</b>									
1.1.1	<b>Promotion of Community &amp; Customer Services</b> within the authority - to ensure that all services are aware of how we can help them improve services to customers.		Develop presentation covering all CCS responsibilities including the 3 A's and corporate planning cycle for corporate induction course <b>(April 2011)</b>  Deliver induction presentation <b>(all induction courses held in 2011/12)</b>  Production of CCS promotional 'leaflet' <b>(May 2011)</b>	31 <sup>st</sup> March 2012	Induction presentation written and delivered to 100% of available induction courses with high satisfaction levels (measured through feedback forms)  Leaflet produced and made available to all officers/members  Demonstrable project outcomes aided by C&CS's input, linking	Corporate Manager – Community & Customer Services	N/A	Within existing resources.	

1.1.2	Maximise the use of the <b>intranet/internet</b> - Ensure that the intranet and internet are used as effectively as possible to maximise the effectiveness of the information and data provided and promote self help, reducing resource pressures on the unit		Dedicated pages provided on the intranet/internet for each of the constituent parts of Community and Customer Services, linked with ensuring corporate information re: community intelligence is kept up to date ( <b>May 2011</b> )  Regular updating of pages to ensure most up to date information is displayed ( <b>monthly updates 2011-12 – as required</b> )	31 <sup>st</sup> March 2012	to achievement of corporate aims	Partnerships Manager Policy & Performance Manager Comms Manager Electoral Services Manager	ICT – minimal, in terms of intranet/internet management	Within existing resources.
1.1.3	<b>Team building</b> - Promote close team working and maximise synergies within the service to develop different ways of working		Regular full team meetings held ( <b>one meeting held per month</b> )  Skills inventory developed ( <b>June 2011</b> )	31 <sup>st</sup> March 2012	Staff feedback on satisfaction with communication, team working and relationships  Skills inventory developed and used to increase effectiveness and efficiency of CCS – measured through staff satisfaction and identification of demonstrable initiatives in which C&CS contributed to service improvement	Corporate Manager – Community & Customer Services	N/A	Within existing resources.
1.1.4	Authority wide <b>training</b> - Ensure that both officers and members are aware of their responsibilities and duties in the areas covered by Community & Customer Services		Develop training programme for both officers and members ( <b>May 2011</b> )  Deliver agreed training programme ( <b>on-going</b> )	31 <sup>st</sup> March 2012	Training programme developed and delivered with high satisfaction levels (measured through feedback forms)	Corporate Manager – Community & Customer Services	N/A	Within existing resources.
1.1.5	<b>Service Planning</b> - Ensure a comprehensive and consistent approach to service planning across the authority		Develop updated service plan template ( <b>May 2011</b> )  Updated template rolled out to whole authority and used by all service areas for completion of 2012/13 service plans ( <b>March 2012</b> )	31 <sup>st</sup> March 2012	Service plans provide a consistent and clear means of identifying service priorities and how they link to organisational objectives.  Leading to – positive improvements in	Partnerships Manager Policy & Performance Manager Comms Manager	N/A	Within existing resources.

1.1.6	<p>Capture <b>service improvement and learning</b> and raise the profile of the authority - ensure that all information submitted in relation to CCS areas including consultations, community intelligence, complaints, is used to inform and improve service delivery and raise the profile of the authority</p>		<p>Develop 'You said, we did' web pages on InSite (linked with developments under CSE) (<b>July 2011</b>)</p> <p>Develop dedicated community intelligence web pages on InSite (linked with point 1.1.2.) (<b>July 2011</b>)</p> <p>Corporate rollout of ESD toolkit (benchmarking and community intelligence tool provided by the LGG).</p> <p>CCS to take the lead in developing the toolkit as a resource for community intelligence, VfM and benchmarking within the authority (<b>Mar 2012</b>)</p> <p>CCS to enter relevant national awards to showcase authority best practice and achievements in order to raise profile of authority (<b>on-going as appropriate</b>)</p>	31 <sup>st</sup> March 2012	<p>Web pages developed, use measured through 'web hits'</p> <p>Authority basing services and priorities on improved, robust and comprehensive information/data</p> <p>Promotion of service improvements and improved outcomes arising from learning</p> <p>Recognition achieved and associated rise in public profile through award success</p>	<p>Electoral &amp; Support Services Manager</p> <p>Partnerships Manager</p> <p>Policy &amp; Performance Manager</p> <p>Comms Manager</p> <p>Electoral &amp; Support Services Manager</p>	<p>All service areas – in relation to contributing to webpages</p>	<p>Within existing resources.</p>	
1.1.7	<p><b>Value for Money information</b> – ensure that CCS has sufficient information to be able to make an accurate assessment of VfM in its component service areas</p>		<p>Develop a robust VfM framework for the authority to ensure that VfM is central to everything we do and every decision we make (<b>Sept 2011</b>)</p> <p>Develop the amount and quality of information that is gathered from other authorities relating to cost and performance to enable a sound VfM assessment can be made (linked to rollout of ESD toolkit in 1.1.6. above) (<b>Sept 2011</b>)</p>	31 <sup>st</sup> September 2011	<p>Data collection surveys/methods developed</p> <p>Robust VfM assessment produced that highlights good practice and leads to demonstrable service improvements</p>	<p>Partnerships Manager</p> <p>Policy &amp; Performance Manager</p> <p>Comms Manager</p> <p>Electoral &amp; Support Services Manager</p>	<p>N/A</p>	<p>Within existing resources.</p>	

Corporate Actions 2011/12							
<p><b>A1</b></p>	<p>We will provide <b>excellent customer service</b> through specific actions aimed at getting it right first time, led by:</p> <ul style="list-style-type: none"> <li>i) Enabling customers to use our website to access more information and services;</li> <li>ii) Putting in place 'tell us once' arrangements across services by identifying and eliminating unnecessary repeat contacts</li> <li>iii) Making it easier to access Council information and services by reviewing how customers contact us, and introducing new methods</li> </ul>	<ul style="list-style-type: none"> <li>(i) Work with ICT to assist with review of SCDC website</li> <li>(ii) Take forward Customer Review Project through and beyond the agreement and development of a Customer Access Channel Strategy for SCDC (<b>Dec 2011</b>)</li> <li>(iii) Agree and carry out work programme of customer service improvement initiatives led by the CSE PAG/Service First group (<b>Mar 2012</b>)</li> <li>(iv) Oversee the successful accreditation of the Council against the CSE standard (<b>June 2011</b>)</li> <li>(v) Develop, agree and implement actions arising from the CSE Post-Accreditation plan (<b>Mar 2012</b>)</li> <li>(vi) Through the PiG, develop a process for identifying areas with high levels of avoidable contact (<b>May 2011</b>)</li> <li>(vii) Carry out a programme of reviews, using the Performance Improvement Group, to minimise avoidable contact (<b>Mar 2012</b>)</li> </ul>	<p>31<sup>st</sup> March 2012</p>	<p>Increased web usage – measured through local ICT PIs</p> <p>Higher customer satisfaction with web services – measured through local ICT PIs</p> <p>Customer Services Performance Indicators – see appendix B</p> <p>Feedback and compliments</p> <p>Demonstrable service improvements arising from completion of action plans targets</p> <p>Enhanced reputation and performance</p>	<p>Corporate Manager – Community &amp; Customer Services</p>	<p>ICT</p>	<p>Within existing resources</p>
<p><b>C2</b></p>	<p>We will carry out a <b>'Pride in South Cambs'</b> campaign to build community cohesion and increase the attractiveness of the environment for everyone, through the following specific actions:</p>	<ul style="list-style-type: none"> <li>(i) Reward residents for positive work to maintain the attractiveness of their homes and local communities via a public competition for the best kept village, streets and individual gardens.</li> </ul>	<p>31<sup>st</sup> March 2012</p>	<p>Competition entries result in an enhanced local environment.</p> <p>Successful initiatives build community cohesion.</p> <p>Measured through customer satisfaction,</p>	<p>Corporate Manager – Community &amp; Customer Services</p>	<p>(i) Affordable Homes (ii) Potentially all (subject to specific initiatives being identified)</p>	<p>Within existing resources</p>



					31 <sup>st</sup> Dec 2011	compliments and feedback measures.					
<b>Policy and Performance</b>											
1.2.1	<b>Corporate Performance</b> - Ensure that the authority is able to quickly determine how it is currently performing through the use of a simple, easy to understand process			(ii) Help the district celebrate a traditional Christmas through an inclusive programme of actions.	31 <sup>st</sup> Dec 2011	Develop a corporate performance 'scorecard' containing an agreed 'basket' of key indicators, including a review of service indicators to support the corporate 'scorecard' ( <b>May 2011</b> )  In light of the above and changes in policy, refresh the Performance Management Manual including the publication of a summary version ( <b>June 2011</b> )  Undertake a programme of associated training on the above ( <b>Dec 2011</b> )	Positive improvements in corporate and service performance, including achievement of all 2011/12 corporate actions.  Refreshed manual delivered and embedded within authority (measured through feedback survey, demonstrable improvements in performance and feedback received from audits).  Training programme developed and delivered with high satisfaction levels (measured through feedback forms)	Corporate Manager – Community & Customer Services	N/A	Within existing resources.	
1.2.2	<b>CorVu Development</b> - Facilitate the further development of CorVu into a fit for purpose, comprehensive performance monitoring/improvement tool			Review the CorVu post implementation action plan undertaken in 2010/11 to assess progress made ( <b>July 2011</b> )  Develop a new CorVu action plan to move the system onto the next stage of development ( <b>Dec 2011</b> )	31 <sup>st</sup> Dec 2011	Positive improvements in corporate and service performance, including achievement of all 2011/12 corporate actions.  High satisfaction levels with CorVu (measured through feedback forms)	Senior Policy and Performance Officer  Performance Information Officer	N/A	Within existing resources.		
1.2.3	<b>Benchmarking</b> - Ensure that all service areas are comparing their performance with comparable authorities to determine both relative performance and VFM			Review existing benchmarking groups used by service areas to ensure that they are relevant and fit for purpose ( <b>Dec 2011</b> )  Investigate possible new benchmarking groups relating to specific service	31 <sup>st</sup> Dec 2011	SCDC maintains an overview of how it is performing against local, regional and national benchmarking standards through a central resource overseen by the policy and performance	Policy & Performance Manager  Performance Information Officer	All service areas – in relation to reviewing groups	Within existing resources.		

1.2.4	<p><b>Corporate Plan</b> - Ensure that the authority has a fit for purpose Corporate Plan outlining its priorities for the next 3 years</p>		<p>areas to increase quality and validity of comparisons <b>(Dec 2011)</b></p>	<p>31<sup>st</sup> March 2012</p>	<p>team. Identifiable improvements in direction of travel arising from benchmarking analyses.</p>	<p>Policy &amp; Performance Manager Senior Policy and Performance Officer Performance Information Officer</p>	<p>All service areas – in relation to contributing to corporate plan</p>	<p>Within existing resources.</p>	
1.2.5	<p><b>Efficiency/service review programme</b> - Improve services through the completion of a programme of service reviews and a strengthening of the Performance Improvement Group terms of reference</p>		<p>Further develop the corporate planning cycle to ensure that the timing and quality of consultation is a key element <b>(April 2011)</b>, leading to; Develop a high level, overarching 3 year Corporate Plan setting both the strategic direction of the authority and high level priorities and providing closer integration with the MTFS <b>(June 2011)</b> Monitor performance against Corporate Plan priorities on an on-going basis <b>(quarterly updates 2011-12)</b></p>	<p>31<sup>st</sup> July 2011</p>	<p>Refreshed terms of reference agreed by EMT. Demonstrable positive interventions by the PiG to increase performance both corporately and in service areas Improved performance in all PIs</p>	<p>Policy &amp; Performance Manager Senior Policy and Performance Officer</p>	<p>N/A</p>	<p>Within existing resources.</p>	

1.2.6	<b>Inspection/Self regulation</b> - Respond to changes in the national performance agenda and ensure that the authority is prepared for and responding to announcements arising from central government and the emerging LGA Self Regulation regime		Specific actions to be identified and carried out as government or other guidance emerges	31 <sup>st</sup> March 2012	Updated self-regulation framework provides a valuable tool for the Council to measure and improve its performance and customer service.	Policy & Performance Manager Senior Policy and Performance Officer	N/A	Within existing resources.
1.2.7	<b>Scrutiny Development</b> – Develop the scrutiny function to ensure the Scrutiny and Overview Committee builds its role as a critical friend to the Cabinet and management team through constructive challenge and proactive task-based project work.		The Scrutiny and Overview Committee agrees and carries out a robust work programme based on a task-and-finish model encompassing key elements of stakeholder engagement.	31 <sup>st</sup> March 2012	Relevant Scrutiny engagement PIs – see Appendix B Final recommendations lead to tangible improvements in performance and improved customer satisfaction.	Policy & Performance Manager Scrutiny Development Officer	Potentially all, depending on work programme which will be agreed following consultation with service areas affected.	Within existing resources.
1.2.8	<b>Capture service improvements and learning</b> - Ensure that information submitted in relation to customer complaints is used to improve service delivery		Implement 2011/12 CSE action plan/work programme of service improvements and customer service initiatives (linked to CSE work programme)	31 <sup>st</sup> March 2012	Improved performance and service delivery leading to improved customer satisfaction	Policy & Performance Manager Customer Services Co-ordinator	Potentially all service areas	Within existing resources
1.2.9	<b>Customer Contact</b> - Ensure that the Customer Contact review comprehensively assesses all available options and leads to the implementation of a sustainable, holistic and appropriate customer contact framework for the authority		Complete the Customer Contact review, assessing all possible options for the future and putting forward appropriate recommendations ( <b>June 2011</b> ) Following the decision making process, lead the implementation phase of the project, meeting all appropriate deadlines to ensure continuity of the customer contact service in December 2012 ( <b>Mar 2012</b> )	31 <sup>st</sup> March 2012	Preferred option accepted by PFH and Cabinet for implementation Effective implementation plan put in place to minimise disruption to existing arrangements and maximise value to authority (measured through customer satisfaction surveys and appropriate local PIs)	Policy & Performance Manager Senior Policy and Performance Officer	Potentially all service areas	Within existing resources.
1.2.10	<b>Equality and Diversity</b> - Ensure that the authority continues to meet its Equality and Diversity obligations and builds upon the good work carried out in recent years		Agree a Single Equality Scheme ( <b>July 2012</b> ) Put in place a programme of work to ensure the authority complies with the Public Sector Equality Duty ( <b>Mar 2012</b> ) Implement 2011/12 Steering Group action plan	31 <sup>st</sup> March 2012	Demonstrable positive outcomes for equality in terms of the Council's role as employer and service provider. Improved customer satisfaction, feedback and compliments	Equality and Diversity Officer	N/A	Within existing resources.

				(linked to E&D Steering Group work programme) (Mar 2012)	31 <sup>st</sup> March 2012	Demonstrable positive interventions by project groups to increase performance both corporately and in service areas	Corporate Manager – Community & Customer Services	Potentially all service areas	Within existing resources.	
1.2.11	<b>Project Management</b> – ensure that SCDC has a robust framework to manage projects to ensure added value and demonstrable outcomes, coupled with sufficiently trained officers to manage and carry out projects across the authority			Carry out a first year review of the refreshed project management framework/toolkit to ensure robustness and measure compliance (Sept 2011)  Carry out a comprehensive programme of project management training (Mar 2012)	31 <sup>st</sup> March 2012					
<b>Communications</b>										
1.3.1	<b>South Cams Magazine</b> – to further develop the magazine to identify potential efficiencies around distribution methods and ensure that effective use is made of the magazine as an informing and consulting tool.			Review the current distribution arrangements for the South Cams Magazine (July 2011)  Explore potential for income generation through providing pages in the magazine to other agencies (Sept 2011)  Agree a Social Media Policy and associated action plan (July 2011)	31 <sup>st</sup> March 2012	Cashable savings made in magazine distribution costs with no reduction in service provided or reader satisfaction levels  Readers survey	Comms Manager	N/A	Within existing resources.	
1.3.2	<b>Social Media</b> – continue to develop SCDC's social media presence into an effective informing/consultation tool			Agree a new Communications Policy (as part of the refreshed Community Engagement Strategy) and associated action plan (July 2011)	31 <sup>st</sup> March 2012	Satisfaction levels with effectiveness and use of social media (both internal and external) measured through survey	Comms Manager	Potentially all service areas	Within existing resources.	
1.3.3	<b>Consistent branding of the Council and seek to improve public perception</b> - to raise the authority's profile, regenerate its reputation and strengthen its public identity as a vibrant and modern authority. We will work to improve public perception about the value for money provided by SCDC.				31 <sup>st</sup> March 2012	Increased satisfaction levels with the authority  Positive publicity of authority measured through media monitoring reports	Comms Manager	Potentially all service areas	Within existing resources.	

<b>Partnerships</b>						
1.4.1	<b>Develop an authority wide approach to the Localism and the 'Big Society' agenda</b> - to enable the authority to gain an understanding of the above agenda and put in place a framework to promote an integrated, district wide approach and strengthen how the authority works with parishes.	Map existing work and activity occurring across the authority and with partners that is already addressing the localism agenda ( <b>July 2011</b> )  Publicise existing localism work to raise the authority profile and demonstrate innovation and best practice ( <b>Sept 2011</b> )  Develop a corporate framework to maximise the authority response to the localism agenda ( <b>July 2011</b> )	31 <sup>st</sup> March 2012	Satisfaction levels of local communities  Sign up rate of Parish Councils to Parish Charter  Positive publicity of authority in relation to localism measured through media monitoring reports	Corporate Manager – Community & Customer Services	Potentially all service areas  Within existing resources.
1.4.2	<b>Reposition partnership working</b> - to refresh partnership working across the district and with Cambridge City to add value to existing work, deliver real outcomes that matter that we cannot deliver on our own and support the localism agenda.	Review the structure and effectiveness of the current LSP arrangements with Cambridge City to ensure added value and demonstrable outcomes ( <b>July 2011</b> )  Review how SCDC interacts with other partnerships, including the CDRP, emerging health partnership etc, to ensure added value and demonstrable outcomes ( <b>Mar 2012</b> )	31 <sup>st</sup> March 2012	Effective, value adding structure in place that addresses the needs of both SCDC and the wider community	Corporate Manager – Community & Customer Services	Potentially all service areas  Within existing resources.
<b>Electoral Services</b>						
1.5.1	<b>Capacity review</b> – to ensure that the authority is best placed to deal with the uneven demands of the electoral cycle in terms of sufficient officer capacity	Investigate alternative ways of providing support to the elections team through capacity building in other parts of Community and Customer Services and across the wider authority ( <b>June 2011</b> )	30 <sup>th</sup> June 2011	Existing high satisfaction levels and performance at election and canvass times maintained	Corporate Manager – Community & Customer Services	N/A  Within existing resources.

# Policy and Performance

## Value for Money Scorecard Self Assessment Proforma



### Summary

Direction of Travel Risk Indicator	Cost Comparison	Cost Trend	Performance Comparison	Performance Trend	Current Assessment
Concerns re: availability of comparison data in order to demonstrate VFM	N/A		N/A		

This assessment is based upon Audit Commission data for the Nearest Neighbour Comparison Group for 2009 (where applicable).

This group comprises sixteen non-Metropolitan Districts Councils

How well do the Council's Policy and Performance costs compare with others?		Cost Comparison
Current level of service costs	<p>The Policy and Performance team is a small, lean team, covering a wide range of services including scrutiny, customer services and equality and diversity, as well as performance and policy issues. Value for money comparison with other councils is difficult because all have different structures and ways of providing these services. This is particularly true in cost terms as both the Audit Commission VFM profile tool and CIPFA VFM tool do not have categories the correspond with these service areas. For this reason cost comparisons cannot be made and are not included in this proforma. However this issue has been highlighted in the attached service plan and work will be undertaken in 2011/12 to develop meaningful comparison data. There are, however, some benchmarking figures available relating to some of the composite parts of Policy and Performance. A full copy of the CIPFA benchmarking survey of Performance Management is attached however in summary it shows that</p>	

	<p>SCDC has a below average number of FTE's allocated to the performance management function. This, coupled with the good performance outlined in the next section, would seem to indicate good value for money (with all the caveats outlined previously).</p> <p>The Centre for Public Scrutiny's 2009 annual survey shows that the average number of scrutiny officers is 2.29 across all authority types. In district councils the average number of scrutiny officers was 1.5. SCDC has 1. The average scrutiny budget for authorities in 2009/10 was £8,687 (down £1,230 on 2008/09). The figure at SCDC is £5,000 but this also covers venue hire and scrutiny training.</p> <p>In terms of trend information, there has been a downward trend in cost across Policy and Performance. In recent years the service has lost both posts (the deletion of a business analyst post and reduction in hours to part time of the Performance Information Officer) and service budgets (e.g. in Equality and Diversity, performance management and CorVu). Notwithstanding these cost reductions, performance (in terms of both output and outcomes) has been maintained (as outlined in the next section).</p>	<p>Cost Trend</p>
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	<p><b>To what extent are costs commensurate with service delivery, performance and the outcomes achieved?</b></p> <p>Quality and standards achieved, including targeted investment to improve poorer services and quality of life.</p> <p>The achievements made by the Policy and Performance team in 2010/11 are outlined in the main body of the 2011/12 Service Plan and are not replicated here, except to say that 2010/11 has been a year of achievement, consolidation and refocus for all services falling under Community &amp; Customer Services. This has been supported by the improvement plan in last years service plan, which set out a comprehensive, ambitious and far reaching set of actions for 2010/11 and against which there have been many successes and achievements made. It should be noted that all actions points have been completed within agreed timescales in 2010/11.</p> <p>As with cost comparisons above, it is difficult to make performance comparisons with other authorities due to different services being provided by different authorities in different ways and the lack of comparable indicators, made more difficult by the removal of the CAA regime and National Indicators. However as outlined above and below (within the service inspection section) SCDC does provide a comprehensive range of services within Policy and Performance, which have received excellent recognition and continue to meet internal targets. This is further evidenced by information provided through CorVu which shows consistent improvement in aspects such as complaint handling, customer satisfaction rates, number of EqIA's completed and contact centre performance.</p>	<p>Performance Comparison</p> <p>Performance Trend</p>
<p>Results of service inspections</p>	<p>Four main assessments/inspections have been undertaken in 2011/11;</p>	

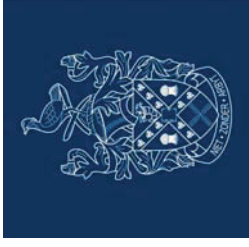


<p>Awards /Accreditations</p>	<p>Firstly a Scrutiny task and finish group looked at Performance Management across the authority and concluded that many aspects of SDC's performance management systems are working extremely well. This is evidenced by top quartile performance in many services, a comparatively lean workforce and low rate of council tax. A number of recommendations were also made and these are currently being implemented, which should make the service even better.</p> <p>Secondly, in terms of Equality and Diversity the council has been judged to be an <b>'Achieving' authority under the Equality Framework for Local Government</b>. It has been formally recognised, through an LGID Peer Review, for its commitment to equal opportunities in its employment of staff, how it delivers its services and for being a community leader. The improvement journey the authority has travelled on is remarkable and shows a real achievement from its low baseline only a few years ago. The Peer Review team reflected this stating;</p> <p>"South Cambridgeshire District Council has demonstrated excellent engagement with residents and customers and shown that it can and will respond to needs. It has a good combination of leadership, effective policies and processes and robust engagement with some parts of the voluntary sector. This has resulted in many good examples of responsive services to meet the needs of its diverse communities."</p> <p>Thirdly, the authority is currently undertaking a comprehensive programme of work in order to attain the Customer Service Excellence accreditation. Pre assessment work has highlighted a number of strengths in current practice and led to a number of improvements in service delivery already. The Policy and Performance team are leading this process.</p> <p>Finally, SCDC are one of only 27 local authorities signed up to the Stonewall Workplace Equality Index. Our score in 2010 has increased by 51% to 71.</p>
<p>Range of discretionary services provided.</p>	<p>A large proportion of the work undertaken by Policy and Performance is discretionary, designed to support the development and delivery of the 3 A's, manage a comprehensive and robust performance and policy framework and provide support and challenge to service areas in increasing service performance.</p>
<p><b>Do procurement and other spending decisions take account of full long term costs?</b></p>	
<p>Identifiable savings achieved through procurement</p>	<p>The current Customer Contact review has been allocated a savings target by EMT, which will be achieved through the identification, approval (by Cabinet) and implementation of a sustainable, holistic customer contact framework. This will take into account full long-term costs and value for money as part of the option appraisal process.</p>
<p>Use of external funding to deliver Council priorities</p>	<p>Policy and Performance have been instrumental in securing £50,000 funding from Improvement East (as part of a total funding award of £307,000) to fund a business analyst to help with both the Customer Contact review and Customer Service Excellence accreditation (both council actions).</p>

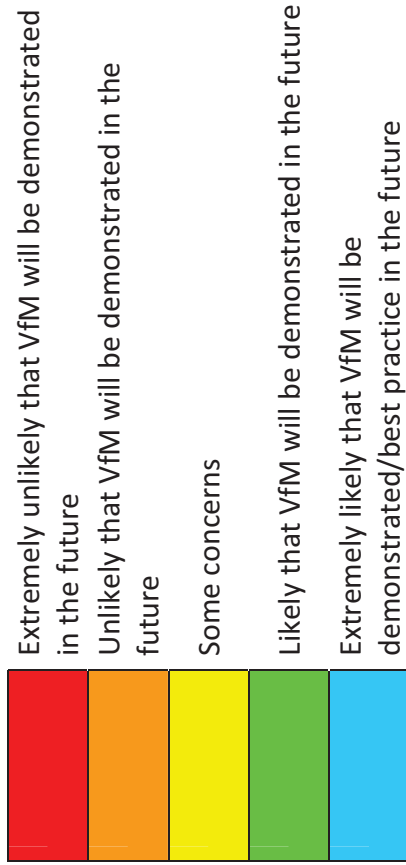


# Guidance Notes

## Value for Money Scorecard Self Assessment Proforma



### Direction of Travel Risk Indicator



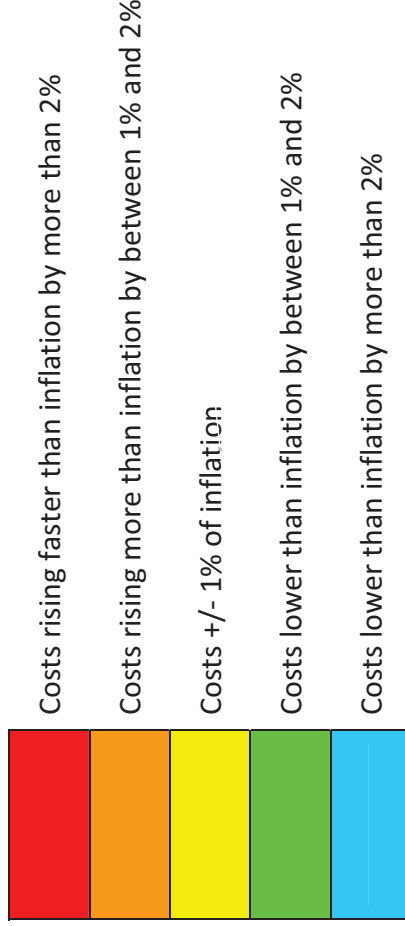
### Cost Comparison



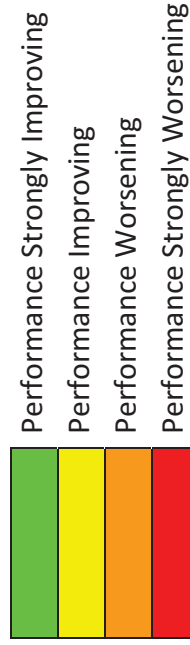
### Performance Comparison



### Cost Trend



### Performance Trend



(For inflation rate – assume rate of 2.5%)

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**SOUTH CAMBRIDGESHIRE DISTRICT COUNCIL**

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<b>REPORT TO:</b>	Leader's Portfolio Holder Meeting	31 March 2011
<b>AUTHOR/S:</b>	Chief Executive / Corporate Manager, Community & Customer Services	

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**VOLUNTARY SECTOR GRANTS - UPDATE****Purpose**

1. To present an update of grant funding to the voluntary sector and details of the applications received from the voluntary sector for grant funding for 2011/12.

**Recommendation**

2. To note the contents of the report.

**Background**

3. The South Cambridgeshire District Council scheme of grants to the voluntary sector was publicised in October 2010 and closed for applications on 17 December 2010.
4. The Leader's Portfolio Holder Meeting on 2 July 2009 agreed a number of themed headings under which organisations could apply for funding. These headings were as follows:
  - (a) Citizens Advice and Guidance (3 year funding)
  - (b) Infrastructure Support (3 year funding)
  - (c) Specialist Services, including Community Transport (3 year funding)
  - (d) Specialist Services (annual grants of under £1,000)
5. A number of grants were made in 2010/11 under the first 3 of these headings (i.e. under 3 year funding agreements). The coming year, 2011/12, represents the second of these three years. Details of this funding for 2011/12 is given in the table overleaf.
6. In terms of funding under heading (d) annual grants, a panel of officers met on 27 January to discuss and review all applications. Decisions have been made regarding those requesting less than £5,000 in accordance with current decision thresholds and are presented for information only in section 4 of the table.

**Considerations**

7. According to Cambridge Council for Voluntary services, the infrastructure support organisation covering the South Cambridgeshire district, there are approximately 800 small voluntary and community organisations in South Cambridgeshire.
8. Of the organisations in South Cambridgeshire that have applied for grant funding, some are in greater need than others. Officer decisions regarding grants under £5,000 are made taking into account factors such as council priorities, annual turnover, reserve levels, other sources of funding sought, policies and procedures followed, organisation sustainability, value for money, accessibility of service.

Additionally, officers also gave priority to organisations/projects that support the ageing nature of the South Cambridgeshire population.

9. Local Authorities were previously assessed against National Indicator 7: the creation of an environment for a thriving Third Sector. The Office of the Third Sector surveyed voluntary and community organisations about a number of factors that contributed to the overall assessment, including whether and to what extent they are dependent on public sector funding and whether they feel supported and valued. Although National Indicators have been abolished in 2010/11, one of the many benefits of running this scheme of grants is the impact it will have on the perception organisations have of their local Council and how the authority is responding to the localism/Big Society agenda.
10. All funded organisations will be asked to demonstrate their commitment to quality and to use the South Cambridgeshire District Council logo in any publicity associated with the funded project. Some will have further conditions placed on their grant as per the details shown in the table.
11. It should be noted that officers are currently reviewing the existing grants framework. This includes mapping all current grants that the authority provides, assessing how these grants are allocated, ensuring that they support the Council's 3 A's and provide value for money and developing a robust, comprehensive and sustainable framework for the future.
12. The attached table details the organisations that applied for funding in 2010/11 and are currently moving into year 2 of a 3 year agreement (Sections 1-3). It should be noted that three year grants are subject to available budget each year, however, as per the Cambridgeshire Compact the Council will be required to give organisations at least three months notice of termination of a grant.
13. Section 4 of the table details the organisations that have applied for funding in 2011/12 (i.e. up to £1,000 for one year).

14. Table

	Organisation Name	Grant Requested 2010/11	Grant Agreed 2010/11	Grant Awarded 2011/12	Comments (original assessment)
<b>Section 1: Citizens Advice - 3 Yr Term</b>					
1	North Herts CAB	£17,600.00	£17,974.11	£18,400.00	To be paid in 2 instalments, the first up front and the second after successful monitoring at 6 months.
2	Haverhill CAB	£6,100.00	£5,943.51	£6,150.00	Grant to be made subject to specified monitoring information.
3	Cambridge CAB	£60,880.00	£57,488.85	£58,800.00	To be paid in 2 instalments, the first up front and the second after successful monitoring at 6 months.
4	Uttlesford CAB	£6,090.00	£5,943.51	£6,150.00	Grant to be made subject to specified monitoring information.
<b>Total</b>		<b>£90,670.00</b>	<b>£87,349.98</b>	<b>£89,500.00</b>	
<b>Section 2: Other Grants Over £5,000 - 3 Yr Term,</b>					
5	Cambridge Council for Voluntary Services	£7,500.00	£7,500.00	£7,670.00	Conditions: funded events to be named in advance, CVS needs to expand membership in S Cambs. £4,500 to be allocated to core costs and £3,000 to representation (incl. planning for growth events).
6	Cambridgeshire ACRE	£9,000.00	£9,000.00	£9,208.00	Condition: ACRE to share parish profile information sheets with SCDC.
7	Care Network Cambridgeshire	£6,000.00	£5,500.00	£5,625.00	Grant reduced from 2009-10. Condition: services to be provided must be specified in advance.
9	Crossroads Care Cambridgeshire (West Anglia Crossroads)	£5,045.00	£3,500.00	£3,580.00	Grant reduced from 2009-10. Funding over-subscribed. High turnover. Condition: this is an ambitious application and might need to be scaled back.
<b>Total</b>		<b>£27,545.00</b>	<b>£25,500.00</b>	<b>£26,083.00</b>	

	Organisation Name	Grant Requested 2010/11	Grant Agreed 2010/11	Grant Awarded 2011/12	Comments
<b>Section 3: Specialist Services Grants - 3 Yr Term</b>					
12	The Cambridge and District Community Mediation Service	£3,175.00	£2,500.00	£2,558.00	Grant reduced from 2009-10 because of lower referral numbers. Condition: must seek referrals from CDRP.
13	The Connections Bus Project	£4,050.00	£3,095.00	£3,165.00	Funding over-subscribed. Grant reduced from 2009-10. Condition: must visit Haslingfield and Harlton if possible.
14	Cambridge Family Mediation Service	£3,550.00	£2,500.00	£2,558.00	Grant maintained at 2009-10 level. Funding over-subscribed so, despite increased need for family mediation as a result of the current economic climate, cannot increase grant amount.
15	Age Concern Cambridgeshire Core Funding	£4,500.00	£3,155.00	£3,228.00	Grant maintained at 2009-10 level. Condition: presentation and conference themes need to be agreed in conjunction with SCDC.
16	Disability Cambridgeshire & Disability Huntingdonshire (joint application)	£4,500.00	£3,250.00	£3,325.00	Separate grants in 2009-10. Disability Cambridgeshire grant was over 3 years. Disability Huntingdonshire grant was for 1 year. Combined grant is slightly lower but over 3 years to enable medium-term planning.
17	Relate Cambridge	£4,000.00	£2,500.00	£2,558.00	Grant reduced from 2009-10 level. Funding over-subscribed and cannot prioritise given focus on older people. Condition: need to encourage introduction of minimum client charges to increase income.
19	Cambridge Dial-a-Ride	£4,203.00	£3,500.00	£3,580.00	All to be funded at appropriate levels given activity in South Cambs during the last few years and given council priority of Community Transport. Conditions: CRB checks, Insurance, H&S, only charging clients agreed national levels, involvement in CT Strategy.
20	Royston & District Community Transport	£3,500.00	£2,650.00	£2,710.00	
21	3CT	£2,500.00	£1,500.00	£1,535.00	
	<b>Total</b>	<b>£33,978.00</b>	<b>£24,650.00</b>	<b>£25,217.00</b>	

	Organisation Name	Grant Requested 2011/12	Grant Proposed 2011/12	Comments
<b>Section 4: Specialist Services Grants - 1 Yr Term, For Information Only</b>				
22	Hearing Dogs for the Deaf	£1,061.00	£0.00	Great scheme, but cannot be prioritised for DC grant funding.
23	Transition Cambridge, Energy Group	£650.00	£0.00	We'll work with them without giving funding - marries with PEP work, can achieve outputs in partnership. With more money we might have but without it, cannot fund.
24	The WAY Project	£1,000.00	£1,000.00	SC has contributed to the new youth building £40k - this is revenue funding to keep the club going.
25	Caldecote & Hardwick Doctor's Run	£550.00	£550.00	Good Scheme, fits to Community Transport Strategy
26	Royston & District Volunteer Centre	£1,000.00	£1,000.00	Excellent work - fits with big Society and Localism
27	The Meadows Children & Families Project	£1,000.00	£800.00	Great work with positive outcomes for children and families - great demand for this urban part of South Cambs.
28	SexYOUality	£1,000.00	£500.00	City drop-ins SC YP can go to.
29	Cambridge Joint Playschemes	£1,000.00	£1,000.00	Recommended subject to the success of their other current funding bids.
30	Cambridge St Raphael Club	£850.00	£850.00	Day trip to seaside and transport to get clients to and from the Centre.
31	COPE	£1,000.00	£800.00	Older people's work is a priority for next year for SCDC
32	STRADA Cambridgeshire	£1,000.00	£1,000.00	Supportive of the work. Advise that they need to contact their local GP clusters for funding asap.
33	Cambridge Cruse Bereavement Care	£1,000.00	£1,000.00	Hits priorities, lots of work with volunteers = low costs, good value for money and good referral systems.
34	CAMREAD	£1,000.00	£600.00	Approved - must promote services to more South Cambs residents.

	Organisation Name	Grant Requested 2011/12	Grant Proposed 2011/12	Comments
<b>Section 4: Specialist Services Grants - 1 Yr Term, For Information Only</b>				
35	Cambs & Pboro Assoc of Local Councils	£1,000.00	£0.00	Inundated. Value their work and supportive of them but form not completed in full, no details on reserves or funding from elsewhere.
36	Cam Sight	£1,000.00	£500.00	2 x 6 young men groups of VIP life skills pilot
37	Home-Start Royston & South Cambs	£1,000.00	£0.00	Cannot prioritise - local children's centre would deliver this work.
38	Willingham Youth Trust	£1,000.00	£500.00	New organisation, 14 young people, have researched the need locally and other models of youth work would not suit.
39	Huntingdonshire Volunteer Centre	£632.00	£500.00	Contribution - county needs to contribute and they must work with Care Network - we are providing funding already through them.
40	Linton Action for Youth	£1,000.00	£1,000.00	Excellent work for young people with no alternative.
41	Red2Green	£1,000.00	£500.00	Transport-based learning for adults with autism spectrum disorders. 12 individuals to learn skills for using Public Transport.
42	The Cog-Wheel Trust	£1,000.00	£0.00	Struggling with finances, redundancy etc. Cannot prioritise as we are already funding CAB and Relate, Mediation for this work.
43	Cambridge Past, Present & Future	£1,000.00	£300.00	Supportive of it but only a small contribution - needs to better fit the Council's priorities.
44	Cambourne Ladies International Club	£990.00	£300.00	Has had funding from Comm Dev £600 so only contributing a small amount
45	Royston Timebank	£1,000.00	£0.00	Fits well with Big Society, admirable but already funding vol centres. COPE, SC magazine, parish newsletters - alternatives to advertise volunteering opportunities.



	Organisation Name	Grant Requested 2011/12	Grant Proposed 2011/12	Comments
<b>Section 4: Specialist Services Grants - 1 Yr Term, For Information Only</b>				
46	Centre 33	£1,000.00	£1,000.00	25% of clients are from S Cambs. They need to work with homelessness team to target services appropriately.
47	Gamlingay Community Centre Ltd	£1,000.00	£0.00	Supportive of the work but expensive shelving, eco hub has had lots of money from SCDC £50k, library access club for homework club and baby rhyme time sessions - not a clear link between the purchase and the clubs.
48	Cambridge & District Volunteer Centre	£1,000.00	£1,000.00	See RDVC
49	Fulbourn Day Centre	£1,000.00	£1,000.00	Good project - needs to focus on sustainability.
50	Vitalise	£899.95	£0.00	Too big, high reserves - turned down last year - cannot prioritise
<b>Total</b>		<b>£27,632.95</b>	<b>£15,700.00</b>	



## Options

The Leader is asked to note the report.

## Implications

15. Financial	Three year grants are subject to sufficient budget being available each year, however, as per the Cambridgeshire Compact the Council will be required to give organisations at least three months notice of termination of a grant.
Legal	Funding agreements with each funded organisation are drawn up, stipulating where possible the detail of project activities and monitoring requirements. Monitoring takes place annually and in person for those awarded three year grants, and once in writing in November 2011 for those awarded a one year sum.
Staffing	None, current staffing capacity is sufficient to manage the scheme.
Risk Management	Some organisations may consider their grant to be insufficient based on previous grants or project costs. It is hoped that the reputation of the Council with respect to related performance indicators will be improved as a result of this scheme, which has been publicised more widely, and received more applications, than in recent years.
Equal Opportunities	It is felt that the spread of awards presented in this paper is fair. It is recommended that thought be given in future to developing a policy regarding niche groups, for example children and young people's services, to which County Council provide dedicated grant funding.

## Consultations

16. The panel of officers that met to consider the applications included: Gemma Barron, Partnerships Manager; Kathryn Hawkes, Partnerships Officer; Linda Browne, Community Liaison Support Assistant; Joseph Minutolo, Senior Administration Officer (New Communities) and Richard Hales, Team Leader (Communities).

## Effect on Strategic Aims

17.	<p><b>Commitment to being a listening council, providing first class services accessible to all.</b></p> <p>Grant funding to the voluntary sector enables the local, community-based provision of a range of high quality services (often heavily subsidised or free of charge) to residents of South Cambridgeshire who otherwise might not be able to access them.</p>
	<p><b>Commitment to ensuring that South Cambridgeshire continues to be a safe and healthy place for all.</b></p> <p>Many of the grants proposed are to organisations, which have as their primary or secondary objective the provision of services to those in poor health, the elderly and disabled.</p>
	<p><b>Commitment to making South Cambridgeshire a place in which residents can feel proud to live.</b></p> <p>This scheme of grants to voluntary organisations demonstrates a commitment to supporting a thriving Third Sector. Many of the grants will enable residents to continue to live in their communities independently.</p>

<b>Commitment to assisting provision for local jobs for all.</b>
The grants being given to the four Citizens Advice Bureaux and the two Volunteer Centres in particular will support the work of these agencies to provide advice about employment, training and volunteering opportunities to those who want and/or need support.
<b>Commitment to providing a voice for rural life.</b>
The grant to Cambridgeshire ACRE will help them support rural communities, including supporting Parish Councils to develop and implement Community-Led Plans.

**Conclusions/Summary**

18. This scheme of grants to the voluntary sector is vital to the development of a thriving Third Sector, to the maintenance of positive relationships with community-led organisations, to the provision of additional services across the district and to the engagement of communities in the work of the District Council.

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

- Paper to Leader's Portfolio Holder Meeting, 2 July 2009
- Criteria and Guidance Notes for grants to voluntary organisations, 2010-11

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