

## **SOUTH CAMBRIDGESHIRE DISTRICT COUNCIL:**

### **SERVICE PLAN FOR PARTNERSHIPS AND POLICY AND PERFORMANCE TEAMS**

**2009/10 TO 2011/12**

#### **Portfolio Holder/s:**

Partnerships: Cllr Ray Manning, Leader

Policy: Cllr Tim Wotherspoon

Equality and Diversity: Cllr Mark Howell

Customer Service: Cllr Simon Edwards

### **SERVICE PLAN OVERVIEW**

#### **1. Key Functions and Responsibilities**

These two teams are responsible for providing support to Cabinet, SMT and corporate managers in the development of policy and delivery through partnership, performance management, improved scrutiny and other means.

The Partnerships Team is responsible for:

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

The Policy and Performance Team is responsible for:

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

#### **2. Context**

**a) External Drivers**

The following external drivers will influence the service

<p><b>Political</b></p> <ul style="list-style-type: none"> <li>• Creating Strong, Safe and Prosperous Communities Statutory Guidance</li> <li>• ‘From the Neighbourhood to the National: Policing and Communities Together’ green paper</li> <li>• ‘Communities in Control: real people, real power’ white paper</li> <li>• Extension to the Equalities duty placed on Local Authorities</li> <li>• Introduction of the CAA with its emphasis on performance management</li> <li>• Involvement of Members in the improvement agenda, including values and scrutiny</li> </ul>	<p><b>Economic</b></p> <ul style="list-style-type: none"> <li>• Council budgets and financial position</li> <li>• Recession resulting in more demand on voluntary advice and support organisations</li> <li>• Recession resulting in increase in crime levels</li> </ul>
<p><b>Social</b></p> <ul style="list-style-type: none"> <li>• Changes to lifestyle trends</li> <li>• Changes to demographics and implications for equality and diversity</li> <li>• Housing costs and availability</li> <li>• Transport issues</li> </ul>	<p><b>Technological</b></p> <ul style="list-style-type: none"> <li>• Developing the use of ICT for performance management and sharing performance data with other partners.</li> </ul>

**b) Key Partners**

The teams work with a range of partners -

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

Some of these partnerships are formal with full terms of reference and other arrangements. Others are less so. The services need to continue to keep partnerships under review to assess their benefits.

**c) Strengths and Weaknesses**

<p><b>Strengths</b></p> <ul style="list-style-type: none"> <li>• Team skills and experience</li> <li>• Multi-disciplinary make up of the teams</li> <li>• Enthusiasm and commitment</li> <li>• Added value of externally funded posts based at SCDC equals links and resource gain.</li> <li>• Working directly with communities to find out their needs.</li> <li>• Skills and experience of working with the voluntary sector.</li> </ul>	<p><b>Weaknesses</b></p> <ul style="list-style-type: none"> <li>• Large number of complex corporate projects and initiatives to support</li> <li>• Lack of technical systems expertise to enable better use, support and develop Resourcelink system</li> <li>• Poor promotion of our achievements (internally and externally) and their relevance to Council aims, approaches and actions.</li> <li>• Limited capacity to support development of voluntary sector.</li> <li>• Limited policy development/capacity</li> <li>• CGI outcomes</li> </ul>
<p><b>Opportunities</b></p> <ul style="list-style-type: none"> <li>• The new Corvu system</li> <li>• Equalities agenda/EIA's provide opportunity for more evidence based decision making</li> <li>• Completion of training on equalities across the Council - need to build on this.</li> <li>• Investor in People project – impact on performance management</li> <li>• Working in partnership to increase outcomes.</li> <li>• New statutory duty of community engagement.</li> <li>• LAA</li> <li>• Now scope for greater co-operation and joint work between the two teams.</li> <li>• New Corporate Manager will give greater capacity</li> </ul>	<p><b>Threats</b></p> <ul style="list-style-type: none"> <li>• Efficiency saving requirements</li> <li>• New national indicator set and performance management framework</li> <li>• Loss of momentum on improvement programme</li> <li>• Impact from other services on our performance e.g. Anti-Social Behaviour.</li> <li>• Funding coming to an end – external posts.</li> <li>• Impending/recent retirement of key members of teams.</li> <li>• Achieving compliance on equalities</li> </ul>

### 3. Service Objectives

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

#### Council's Aims (3 A's – Aims, Approaches, Actions)

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

## **Partnerships Service Objectives**

***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

***To create safe communities where residents need not fear crime or anti-social behaviour***

- Work with partners to tackle anti-social behaviour and the impact it has on local communities
- Work with partners to reduce crime and the fear of crime

## **Policy and Performance Service Objectives**

- To support the development and achievement of the Council's strategic objectives through policy planning, corporate consultation, performance improvement and scrutiny.
- To promote equality and diversity, targeting resources to those in greatest need
- To support Service First in the improvement of customer service

## **4. Our Customers**

The Policy and Performance Team has a range of direct customers – including –

- Users (staff and Members) of the performance management system (Corvu)
- The Scrutiny and Overview Committee which receives support from the Scrutiny Development Officer
- Corporate and service managers for whom the Business Analyst carries out service reviews.
- All staff and members affected by equality and diversity issues. Recent training was carried out for all staff.
- SMT and EMT and portfolio holders
- Internal and external audit

We haven't for some time carried out any sort of survey to assess whether the Policy and Performance Team is providing the service its customers want. The major exception was the recent equalities training where evaluation forms were completed by participants which indicated a high level of satisfaction with the training provided.

The Partnerships Team provides an internal service to staff and elected members that are involved in partnership working, ensuring that the Council's key partnerships are robust and that the Council is playing its part in delivering outcomes.

External customers include members of the local community, partner organisations, grant recipients, Parish Councils, the voluntary sector and community groups.

## **5. Progress/Performance Overview**

Most of the National Indicators relating to the two teams are new and awaiting baselines. In some cases those baselines will be established through the disaggregation of LAA targets to districts or by Place Survey information which will be available in January/February 2009.

### **Achievements**

- a) Councils key partnerships identified and risk assessed
- b) Partnerships Toolkit produced
- c) Review of key partnerships governance arrangements underway
- d) Sustainable Community Strategy formally adopted by the LSP and the Council
- e) Council input into the development of the Cambridgeshire LAA
- f) Agreement for £1.6m Local Public Service Agreement reward grant expenditure to strategic and local projects
- g) Annual Strategic Assessment completed and Community Safety Rolling Plan developed within statutory timescales
- h) Annual CDRP conference
- i) Improved communication with Parish Councils through regular information sharing
- j) Crime prevention advice distributed via South Cambs Magazine
- k) Partnership action during 'Not in my Neighbourhood' week
- l) Reduction in criminal damage
- m) Satisfactory progress on the improvement programme arising from the CGI – particularly in relation to establishing Council priorities and service planning; establishing improved performance management arrangements; and improving scrutiny.
- n) Initial progress in equalities in moving to level 1 of the equalities standard and the staff training programme, but subsequently progress faltered as a result of the illness and loss of the Equality and Diversity Officer.
- o) Successful service review of the planning service, resulting in restructuring of the registration process and significant performance improvements.
- p) Success of the Arbury Park Task and Finish Group
- q) Improvements in monitoring and reporting customer service targets; significant improvements to the complaints process (both for Ombudsman and council complaints).

### **Work outstanding/ongoing**

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

## **6. Resources**

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

## **7. Value for Money Overview**

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

## **8. Workforce Overview**

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

- 1 x Partnerships Manager
- 1 x Partnerships Officer
- 0.6 x Community Safety Officer
- 1 x Community Liaison Officer (not confirmed)
- 1 x CDRP Partnership Support Officer
- 1 x CDRP Anti-Social Behaviour Caseworker

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

- 1 x Policy and Performance Manager
- 1 x Equality and Diversity Officer
- 1 x Performance Improvement Officer
- 1 x Scrutiny Development Officer
- 1 x Business Analyst
- 1 x Policy and Projects Officer
- 1x NI14 Project Officer (one year contract) (subject to bid process)
- 1 x Interim Officer to provide support for Equality Impact Assessments (one year contract) (subject to bid process)

The Customer Services Project Officer post will transfer from the Policy and Performance Team to the Elections and Office Services Manager, but with the P&P team continuing to provide support on customer services policy issues.

Both the Partnerships and Policy and Performance teams are progressing key strategic issues for the Council. A disproportionate number of Council Actions fall to be completed by these relatively small teams. The size of the Policy and Performance team has grown in response to issues raised in the CGI. While capacity is now greater, there are still areas (such as policy development and research) which are still under provided. Both 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.

Currently there is a potential issue with the structure of the Policy and Performance team which has grown in a piecemeal way in response to CGI and other issues. There will be opportunities to review the structure in 2009/10, particularly as retirements are likely among current staff.

Another major issue for these teams is that there is very little cover when posts are vacant through turnover or sickness. This has been particularly evident in the last year with vacancies in the Equality and Diversity Officer post and more recently in the Customer Services Project Officer post.

## **9. Equalities Overview**

The Policy and Performance team has overall responsibility for the promotion of equal opportunities and diversity within the Council. This area is covered in the relevant operational and improvement plan.

## 10. Risk Overview

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

- a) Failure to deliver community safety targets *leading to* poor assessment of CDRP *resulting in* unfavourable review by Government Office
- b) Failure to meet duty of community engagement *leading to* disengaged communities and poor CAA score in Cambridgeshire *resulting in* frustration by partner agencies and loss of reputation
- c) Not delivering LAA targets *leading to* dissatisfaction by partners and residents and poor CAA score in Cambridgeshire *resulting in* poor reputation and lowered resources
- d) LSP not being fit for purpose judged by Audit Commission assessment *leading to* poor reputation and further assessment *resulting in* additional workload
- e) Loss of resources due to LAA priorities elsewhere *leading to* reduction in services *resulting in* lowered service levels and loss of reputation
- f) Severe antisocial behaviour *leading to* failure to deliver reduction targets *resulting in* loss of confidence and reputation
- g) Lack of progress in equalities leading to compliance risks and non achievement of Council objectives
- h) Delayed progress in the implementation of Corvu, leading to possible delays in achieving the Council's performance management objectives.
- i) Lack of progress on the embedding of Council values.

## COUNCIL ACTIONS IMPLEMENTATION PLAN: Partnerships Team

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

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

## COUNCIL ACTIONS IMPLEMENTATION PLAN: Partnerships Team

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

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

## COUNCIL ACTIONS IMPLEMENTATION PLAN: Partnerships Team

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

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

## COUNCIL ACTIONS IMPLEMENTATION PLAN: Policy and Performance Team

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

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

## COUNCIL ACTIONS IMPLEMENTATION PLAN: Policy and Performance Team

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

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

## COUNCIL ACTIONS IMPLEMENTATION PLAN: Policy and Performance Team

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

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

**COUNCIL ACTIONS IMPLEMENTATION PLAN: Policy and Performance Team**

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

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

**OPERATIONAL PLAN: Policy and Performance Team**

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

**Relevant Council Approach/es:**

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

Supporting Objective	Performance Indicator or SMART Milestone	PI target or deadline (month) for action			Lead Officer
		2009/10	2010/11	2011/12	
Effective corporate arrangements for the development and implementation of Corporate Aims and values	% of staff who feel that Council values are embedded	Set baseline	Baseline +2.5%	Baseline + 5%	Paul Swift
	Annual review of Corporate Aims, Approaches and Actions	July 09	July 10	July 11	Paul Swift
	Agreement and publication of Corporate Plan	1 <sup>st</sup> May 09	1 <sup>st</sup> May 10	1 <sup>st</sup> May 11	Paul Swift
	% of service plans in place by April each year	100%	100%	100%	Paul Swift
Effective performance management framework in place delivering improved services to the public	Score for performance management element of CAA	First judgement available	-	-	Paul Swift
	% of important Council PIs that are improving (NIs & local)				Ian Salter / Paul Swift
	% of SCDC LAA PI targets achieved	Disaggregated targets being developed	-	-	Gemma Barron / Paul Swift
Effective Council strategy, programme and delivery for consultation that informs service delivery, resource allocation, policy development and prioritisation					
Enable the Council's scrutiny committee to make a positive	Number of Member participations at scrutiny training and development	45	45	45	Jackie Sayers

contribution to the decision-making process and performance improvement	SX52 - % of Scrutiny recommendations accepted by Cabinet				Jackie Sayers
	Number of Elected Members involved in scrutiny	29	30	31	Jackie Sayers
	SX53 - Number of public participations in the work of the Scrutiny Committee and Task & Finish Groups	45	50	55	Jackie Sayers
Support the Service First Team to improve customer service standards throughout the Council	SX18 – % Satisfaction with complaint handling	37	40	43	Paul Swift / CSPO
	% implementation of projects in Customer Services Strategy	90	90	90	Paul Swift / CSPO
	NI 14 – Avoidable contact: The average number, of customer contacts per received customer request				Paul Swift / CSPO
	Performance on customer service standards – PI/s to be developed	-	-	-	-

<b>OPERATIONAL PLAN: Policy and Performance Team</b>					
<b>Relevant Council Aim/s:</b> <b>( C ) We are committed to making South Cambridgeshire a place in which residents can feel proud to live.</b>					
<b>Relevant Council Approach/es:</b> <b>(iv) Working with local residents to promote community cohesion and addressing the needs of the most vulnerable in the community</b>					
<b>Service Objective:</b> <b>Promote equality and diversity, targeting resources to those in greatest need.</b>					
Supporting Objective	Performance Indicator or SMART Milestone	PI target or deadline (month) for action			Lead Officer
		2009/10	2010/11	2011/12	
Establish a framework and policies to enable the Council to Improve its performance on equalities and diversity	Equality standard achieved by the council	2	3 (?)	3 (?)	Paul Swift/ E&DO
	% of policies Equalities Impact assessed	50	100	100	Paul Swift/ E&DO
	Achievement of milestones in approved Equalities Action Plan (more detail to be added)	Sept 09			Paul Swift/ E&DO

	Identification of key equalities actions to incorporate into 10/11 Service Plans	Oct 09			Paul Swift/ E&DO
	External assessment of Level 2 achievement	June 09			Paul Swift/ E&DO
	Consult on and approve Comprehensive Equality Policy	Mar 09			Paul Swift/ E&DO
	Achieve compliance with requirement to produce up to date equality schemes	July 09			Paul Swift/ E&DO
Develop mechanisms to support services in developing their approach to equalities issues	NI 140 – Fair treatment by local services	Set Baseline based on Place Survey			Paul Swift/ E&DO
Support Community Cohesion initiatives	NI1 - % of people who feel that different groups live harmoniously	Set Baseline based on Place Survey			Paul Swift/ E&DO
Ensure service provision meets the needs of Gypsy and Traveller communities in South Cambridgeshire	NI 5 – Overall/ general satisfaction with local area (Gypsies and Travellers) or other appropriate measures	Set Baseline based on Place Survey and following approval of Gypsy and Traveller Strategy			Paul Swift/ E&DO

## OPERATIONAL PLAN: Partnerships Team

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

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

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

Supporting Objective	Performance Indicator or SMART Milestone	PI target or deadline (month) for action			Lead Officer
		2009/10	2010/11	2011/12	
Support partnership action aimed at creating sustainable communities, through ensuring robust governance, council engagement and appropriate leadership	% Local Area Agreement performance indicators on target	80%	80%	80%	Partnerships Manager
	% Sustainable Community Strategy performance indicators on target	80%	80%	80%	Partnerships Manager
	For the council's significant partnerships, reduce the % of risk management 'likelihood scores' that are 2 or less (01/04/08 = 5.28%)	4%	2%	0%	Partnerships Manager
Co-ordinate the delivery of the district council's Community Engagement Strategy	NI 4 - % of people who feel they can influence decisions in their locality (2006 = 37%)	N/A	38%	N/A	Partnerships Manager
	Number of Community Access Points in the district (2008/09 = 13)	13	14	15	Community Liaison Officer

	Accumulative number of CAB kiosks in the district (2007/08 = none)	2	3	4	Community Liaison Officer
Empower and engage the third sector	NI 7 - Environment for a thriving third sector (countywide baseline being developed during 2008/09)				Partnerships Manager
	Increase number of voluntary and community sector organisations engaged in virtual rural network	Set baseline			Partnerships Officer
	Service Level Agreements reviewed and renewed on a three-yearly basis	By end Q3	N/A	N/A	Partnerships Officer
	% funding paid out by end Q1, subject to monitoring information received	100%	100%	100%	Partnerships Officer
	% Service Level Agreement funded organisations visited by December	100%	100%	100%	Partnerships Officer
	% of district council voluntary and community sector consultations allowing a minimum of 12 weeks (compact guidelines) (baseline being developed during 2008/09)				Partnerships Officer
Empower and engage Parish Councils	Increase total number of parishes having completed a parish plan (2007/08 = 19 accumulative)	25	28	31	Community Liaison Officer
	% Parish Councils attending at least 1 neighbourhood panel meeting per annum	95%	95%	95%	Community Liaison Officer

## OPERATIONAL PLAN: Partnerships Team

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

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

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

Supporting Objective	Performance Indicator or SMART Milestone	PI target or deadline (month) for action			Lead Officer
		2009/10	2010/11	2011/12	
Work with partners to tackle anti-social behaviour and the impact it has on local communities	NI 17 – Perceptions of anti-social behaviour (baseline being developed during 2008/09)				Community Safety Officer
	NI 21 – Dealing with local concerns about anti-social behaviour and crime by the local council and police (baseline being developed during 2008/09)				Community Safety Officer
	NI 24 – Satisfaction with the way the police and local council dealt with anti-social behaviour (baseline being developed during 2008/09)				Community Safety Officer
	NI 25 – Satisfaction of different groups with the way the police and local council dealt with anti-social behaviour (baseline being developed during 2008/09)				Community Safety Officer
	NI 27 – Understanding of local concerns about anti-social behaviour and crime by the local council and police (baseline being developed during 2008/09)				Community Safety Officer

Work with partners to reduce crime and the fear of crime	NI 16 – Serious acquisitive crime rate (4 district joint baseline being developed during 2008/09)				Community Safety Officer
	Reduce vehicle crime to below 2007/8 level of 976	975	975	975	Community Safety Officer
	Reduce reported incidents of burglary of homes below 2007/08 level of 384	382	382	382	Community Safety Officer
	Domestic violence – service goals TBC, which when met could lead to judgement being taken that DV services in the district are “excellent”				Community Safety Officer
	% people who feel very or fairly safe when outside in their local area after dark (2006 Quality of Life Survey = 64%)	65%	66%	67%	Community Safety Officer

**IMPROVEMENT PLAN: Policy and Performance Team**

**Relevant Council Aim/s:**

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

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

**Relevant Council Approach/es:**

**(Ai) Listening to and engaging with our local community**

**(Aiv) Achieving improved customer satisfaction with our services**

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

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

**Service Objective:**

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

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

## IMPROVEMENT PLAN: Policy and Performance Team

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

## IMPROVEMENT PLAN: Policy and Performance Team

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

## IMPROVEMENT PLAN: Policy and Performance Team

<p>Review and develop the Health Card</p>	<ol style="list-style-type: none"> <li>1. Reconvene performance champions group and review membership and role of group</li> <li>2. Review Health Card proposals (and how it will be used) and implementation plan.</li> <li>3. Implement on phased basis</li> </ol>	<p><b>Additional Resources Required:</b> None  <b>Outputs:</b> Health Card in operation (on phased basis); and use by senior management to identify and address performance related issues.  <b>Outcomes:</b> Improved performance management.  <b>Risks:</b> Too complex and demanding; inputs outweigh benefits.  <b>Other services affected:</b> all in developing and contributing data to health card</p>	<p>March 2010 (at least partly in operation)</p>	<p>Ian Salter</p>
<p>Prepare and seek agreement to a performance management strategy and policy for the Council which supports the Council's values</p>	<ol style="list-style-type: none"> <li>1. Working with the performance champions group develop a performance management strategy setting out the Council's performance management aims; culture; accountabilities; processes; action plan; and corporate support needs.</li> </ol>	<p><b>Additional Resources Required:</b> None to develop  <b>Outputs:</b> A strategy to improve performance management in the Council.  <b>Outcomes:</b> Improved performance management and delivery of services  <b>Risks:</b> None  <b>Other services affected:</b> all</p>	<p>March 2010</p>	<p>Ian Salter/ Paul Swift</p>
<p>Investigate and establish ways of establishing and maintaining visible performance management messages/ notices within Council offices and ways to communicate and reward good performance.</p>	<p>Link with previous action (performance management strategy)</p> <p>Working with the performance champions group draw up proposals.</p>	<p><b>Additional Resources Required:</b> May be limited expenditure (say up to £2,000) for signs etc – but cannot say for sure at this stage.  <b>Outputs:</b> Signs around the building showing current performance and successes. Communication through various means on performance management successes – perhaps regular awards.  <b>Outcomes:</b> improved performance management and services.  <b>Other services affected:</b> all</p>	<p>March 2010</p>	<p>Ian Salter</p>

## IMPROVEMENT PLAN: Policy and Performance Team

<p>Improve customer service through the measurement and programmes to reduce avoidable customer contact</p>	<ol style="list-style-type: none"> <li>1. Establish and run pilots (Feb 09)</li> <li>2. Appointment of Project Officer (May 09)</li> <li>3. Use results of pilots to identify services and sampling for 2009/10 (April 09)</li> <li>4. Establish schemes for recording NI14 for 2009/10</li> <li>5. Include figures in quarterly monitoring and appropriate Corvu reports.</li> </ol>	<p><b>Additional Resources Required:</b> NI14 Project Officer; other costs to be met from Service First budget.</p> <p><b>Outputs:</b> figures for avoidable contact for reporting on NI14</p> <p><b>Outcomes:</b> Fewer avoidable contacts; higher customer satisfaction; more efficient services.</p> <p><b>Risks:</b></p> <p><b>Other services affected:</b> Relevant services around the council will have to record NI14 information</p>	<p>See Actions</p>	<p>Paul Swift/ Lauren Gilman/ Customer Service Officer</p>
---	---	---	--------------------	--

**IMPROVEMENT PLAN: Policy and Performance Team**

Support Service First to improve customer service

1. Carry out a self assessment against the Customer Service Excellence Standard
2. Develop an action plan to work towards achievement of the CSE standard
3. Review Customer Service Strategy – do we not need to produce a new one in 2010? and service standards
4. Continue to improve complaints system – including means of learning from complaints and annual report.
5. Support implementation of Customer service training
6. Subject to Service First agreement, improve communication of customer service - for example through publicity to good examples of customer service; customer service awards etc.
7. Support customer service/Service First projects – eg National Customer service week
8. Carry out Council Actions (A1 and A5)

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

March 2010

Customer Service Project Officer

## IMPROVEMENT PLAN: Policy and Performance Team

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

**IMPROVEMENT PLAN: Policy and Performance Team**

<p>Improve services through carrying out a programme of service reviews</p>	<ol style="list-style-type: none"> <li>1. Carry out a programme of service reviews (including HR and Finance)</li> <li>2. Investigate, develop and provide training on improved tools and techniques to enable managers to assess and manage their services.</li> </ol>	<p><b>Additional Resources Required:</b> None to carry out reviews; unknown requirements to implement; potentially savings and efficiencies identified.  <b>Outputs:</b> Agreed reviews and action plans  <b>Outcomes:</b> Improved services and efficiencies.  <b>Risks:</b> insufficient resources to implement review recommendations  <b>Other services affected:</b> those subject to review</p>	<p><b>March 2010</b></p>	<p>Steve Sparkes</p>
---	---	---	--------------------------	----------------------

**Promote equality and diversity, targeting resources to those in greatest need**

<p>Achieve compliance with equalities legislative framework</p>	<p>Following stock-take report and action plan from consultant carry out necessary implementation plan which may include a single equality scheme or development of the gender equality scheme and review of the race and disability schemes.</p>	<p><b>Additional Resources Required:</b> potential costs in further work commissioned from consultant; potential future costs in implementing the schemes.  <b>Outputs:</b> Required equality schemes  <b>Outcomes:</b> Legal Compliance and improved equality outcomes.  <b>Risks:</b> Risk of challenge before compliance achieved.  <b>Other services affected:</b> all services will be affected through the need to deliver services in compliance with the schemes.</p>	<p>As soon as possible – date to be given after receipt of stock-take report.</p>	<p>Paul Swift/ E&amp;D Officer</p>
---	---	---	---	--

## IMPROVEMENT PLAN: Policy and Performance Team

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