



**South Cambridgeshire District Council**

**Annual Governance Statement 2010/11**

**For the period 1<sup>st</sup> April 2010 to 31<sup>st</sup> March 2011**

## **1. SCOPE OF RESPONSIBILITY**

South Cambridgeshire District Council is responsible for ensuring that its business is conducted in accordance with the law and proper standards and that public money is safeguarded, properly accounted for and used economically, efficiently and effectively. The Council also has a duty under the Local Government Act 1999 to make arrangements to secure continuous improvement in the way in which its functions are exercised, having regard to a combination of economy, efficiency and effectiveness.

In discharging this overall responsibility South Cambridgeshire District Council is responsible for putting in place proper arrangements for the governance of its affairs, and facilitating the effective exercise of its functions, including arrangements for the management of risk.

The Council has approved and adopted a Code of Corporate Governance, which is consistent with the principles of the CIPFA/ SOLACE Framework *Delivering Good Governance in Local Government*.

A copy of the code is on the Council's website at [www.scambs.gov.uk](http://www.scambs.gov.uk). This statement explains how the Council has complied with the code and also meets the requirements of regulation 4(2) of the Accounts and Audit Regulations 2003 (as amended by the Accounts and Audit (Amendment) (England) Regulations 2006) in relation to the publication of a statement on internal control.

## **2. THE PURPOSE OF THE GOVERNANCE FRAMEWORK**

The governance framework comprises the systems, processes, culture and values by which the Council is directed and controlled and the activities through which it engages with and leads the community. It enables the Council to monitor the achievement of its strategic objectives and to consider whether those objectives have led to the delivery of appropriate, cost effective services.

The system of internal control is a significant part of that framework and is designed to manage risk to a reasonable level. It cannot eliminate all risk of failure to achieve policies, aims and objectives and can therefore only provide reasonable and not absolute assurance of effectiveness. The system of internal control is based on an ongoing process designed to identify and prioritise the risks to the achievement of the Council's policies, aims and objectives, to evaluate the likelihood of those risks being realised and the impact should they be realised, and to manage them efficiently, effectively and economically.

The governance framework has been in place at the Council for the year ended 31 March 2011, and up to the date of approval of the annual report and statement of accounts.

### **3. THE GOVERNANCE FRAMEWORK**

South Cambridgeshire District Council has a responsibility for ensuring a sound system of governance to meet statutory requirements requiring public authorities to adhere to proper practices in reviewing the effectiveness of their system of internal control and preparing a statement on internal control. This governance statement meets that requirement and sets out brief details of the arrangements the Council has in place regarding the key systems and processes comprising the Council's governance framework and also identifying what outcomes have been achieved throughout the year as part of these processes that has benefited all those involved with the Council. This forms part of the Council's overall assurance framework, which incorporates the Local Code of Governance adopted by the Council covering six core principles and the accompanying supporting principles contained within the CIPFA/SOLACE Framework for delivering good governance in local government (2007).

**Principle One: Focusing on the purpose of the authority and on outcomes for the community and creating and implementing a vision for the local area.**

- The Council's Vision is 'To make South Cambridgeshire a safe and healthy place where residents are proud to live and where there will be opportunities for employment, enterprise and world-leading innovation. We will be a listening Council, providing a voice for rural life and first class services accessible to all'.
- The Council has established the following aims which set out how the vision will be delivered: -
  - Being a listening council, providing first class services accessible to all
  - Ensuring that South Cambridgeshire continues to be a safe and healthy place for you and your family
  - Making South Cambridgeshire a place in which residents can feel proud to live
  - Assisting provision for local jobs for you and your family
  - Providing a voice for rural life
- These aims are underpinned by approaches which provide a framework showing how the aims will be delivered and specific actions which will be undertaken to deliver the aims.
- The Council has also adopted values to guide the way it works and provides services. These are customer service, improving services, trust and mutual respect.
- The Council has communicated its vision, aims and values internally through monthly Corporate Briefs to staff, the internal staff magazine 'Scene' and the intranet "In-Site". They have also been communicated to South Cambridgeshire residents through its quarterly magazine "South Cambs", via the website, and via meetings held every six months with the parish councils.
- The Council produced a Corporate Plan for 2010/11, which set out key achievements for 2009/10 and the challenges and priorities for 2010/11 and demonstrated how the Council planned to meet these challenges during the year, how it has continued to ensure improvements and managed resources effectively to deliver high quality services to the whole community. The Corporate Plan is available on the Council's website.

- The Corporate Plan is underpinned by service plans for 2010/11 setting out the actions to be taken and targets to be met. Achievement of these plans is regularly monitored by Portfolio Holders, via quarterly reports at their public meetings, and service managers on an on-going basis throughout the year.
- The Policy and Performance service drives delivery of the Corporate Plan, working closely with services to spread best practice, track performance and strengthen performance against local targets. The performance management framework monitors delivery against targets and the Cabinet or Portfolio Holder receives quarterly integrated business monitoring reports, which incorporate the Council's financial performance.
- In September 2010, the Council updated its Performance Improvement Strategy to ensure it continues to be seen to be consistently delivering improvements in services and the quality of life enjoyed by residents, as reflected in the Corporate Plan and Sustainable Community Strategy.
- A performance management manual has been produced for use during 2010/11 which sets out roles and responsibilities, the performance management cycle, target setting, performance indicators audit standards and data quality strategy.
- The Council already has a great deal in place, including its aims and values to reflect a commitment to improve services. It has introduced systems such as service planning; performance and development reviews (appraisals); quarterly performance monitoring; management competencies; and risk management, and achieved Investors in People (IIP) accreditation in March 2009. Work is being undertaken to improve staff engagement and motivation to build the commitment and team working across the Council required for performance improvement through key documents such as the Employee Engagement Strategy and projects such as Customer Service Excellence (CSE).
- A performance improvement group meets monthly to consider performance issues. This group includes a representative from each service; the policy and performance portfolio holder receives papers and regularly attends meetings as an observer.
- The Council Tax leaflet for 2010/11 has been improved to provide more information for residents including the previous year's performance and the "CorVu" Performance Management System has been enhanced to improve the range, quality and accessibility of performance data.
- The Council has a Medium Term Financial Strategy, which is reviewed and updated regularly through the annual budget setting process to support the achievement of the Council's corporate objectives. The budget and policy framework outlines the process and timetable to be followed each year when setting the Council's budget. The financial management framework includes regular budget monitoring reports to the Senior Management Team, Executive Management Team, Executive and Portfolio Holder meetings to ensure best use of council resources.
- Each service plan includes a value for money overview that describes how each service has made efficiencies and has been further developed during 2010 by the introduction of a value for money template and an assessment of value for money for each service. In 2011/12 service plans will have built-in VFM template to provide a mechanism to assess

VFM provided in terms of unit cost, service levels, performance, external recognition and funding

- Partnership working is an essential element for the Council to deliver its services effectively and assist the Council in meeting its objectives. In order to ensure that the Council participates in successful partnerships with robust governance arrangements, the Council has adopted a “Partnership Toolkit” that covers eight partnership standards agreed by the Corporate Governance Committee. Standard Terms of Reference headings based on national guidance are included in the toolkit for use in all partnerships led by the Council.
- The Council has a full list of all its partnerships and each of these has been scored to identify the key partnerships. All key partnerships are risk assessed and any scoring above the threshold would be included in the risk register which is regularly monitored. Currently none score above the threshold.
- The Local Strategic Partnership provides a framework for addressing the social, economic and environmental concerns of people in South Cambridgeshire and Cambridge City through partnership working. The Council’s current Sustainable Community Strategy, agreed in March 2008, outlines the LSP’s long-term vision for a sustainable South Cambridgeshire and Cambridge City as well as its three year objectives and priorities. The Cambridge City and South Cambridgeshire Local Strategic Partnership Board meets regularly to discuss progress against indicators and targets. The Council has consulted upon, and in July 2011 plans to adopt a joint Sustainable Community Strategy covering the period from 2011-2014 with Cambridge City, which outlines the long term vision for a sustainable South Cambridgeshire and Cambridge City.

**Principle One: Key Outcomes identified during 2010/11**

- The Council achieves its strategic aims for the district and its customers, resulting in positive outcomes for quality of life
- The council tax leaflet has been improved through feedback from a focus group to provide value for money information
- Tangible positives for the community e.g. increased young people’s participation in sport and recreational activity, increased street cleaning and litter picks.
- Service improvement targets achieved, enhancing performance and resulting in positive service enhancements e.g. blue bin scheme roll-out.
- Effective financial management: General Fund/HRA/capital programme delivered within variance targets
- Specific satisfaction surveys carried out by services e.g. legal, ICT, informed by CSE gaps identified, leading to positive service improvements.
- CSE self-assessment case studies of how service problems have been dealt with.
- Positive outcomes in terms of improved VFM services can be demonstrated in future years.

**Principle 2: Members and officers working together to achieve a common purpose with clearly defined functions and roles.**

- The Constitution was last updated in January 2011 with a periodic review by the Constitution working party, which next meets on 24 March 2011. This acts as the guide for the operations of the Council and identifies the roles and responsibilities of the Executive, Officers and Members. The Constitution also identifies the delegation of responsibilities for Council functions through Committees, the Executive, portfolio holders and officers, and sets out how decisions are made. It sets out management and operational responsibility within the Council.
- All executive and officer decisions are published in a weekly e-bulletin, which is distributed to all Members, staff and all parish councils within the district.
- The Constitution contains Codes of Conduct for officers and members, a protocol for member/officer relations and full job descriptions for Members, including role descriptions for Chairmen of the Council's Committees.
- The Monitoring Officer and Democratic Services team maintain up to date versions of the Constitution and ensure decision-making is fair and lawful. Advice from the Monitoring Officer and/or the Chief Finance Officer is taken on whether any decisions are outside the budget and policy framework. All Executive reports are forwarded to Legal and Accountancy prior to publication for input into the implications of proposed actions and strategies.
- The roles and responsibilities of statutory officers are set out in the Constitution and job descriptions. The Chief Executive is designated Head of the Paid Service, the Executive Director (Corporate Services) is the designated Chief Finance Officer responsible for the proper administration of the Council's financial affairs under Section 151 of the Local Government Act 1972 and the Executive Director (Operational Services) is the Monitoring Officer. All the Council's statutory officers have the skills, knowledge, experience and resources to perform effectively in their roles and their roles are properly understood within the authority
- An independent panel is in place to monitor and review the remuneration of members each financial year. A local agreement covers pay and conditions for officers, a steering group has been set up to review all pay and benefits and a full job evaluation exercise is underway.
- Service delivery is monitored through quarterly integrated business monitoring reports to identify relevant links between resources to reflect ongoing and emerging policy priorities, covering the following Council performance areas:
  - Corporate actions
  - Performance indicators
  - General Fund, Housing Revenue Account
  - Capital Programme

**Principle Two: Key Outcomes identified during 2010/11**

- For 2010/11 the Council has had a pre-arranged programme of meetings to ensure the Constitution is kept under regular review.
- Building of effective relationships to allow objectives to be achieved more efficiently.
- Member – Officer Training sessions received very positive feedback from members.
- The Council appointed a dedicated Member Services Officer in 2010 to act as the first point of contact for members
- Public confidence in a robust remuneration system for Members and Officers
- Agreement with trade unions and sign off of the Single Status agreement.
- SCDC meets the requirements of the Equalities Act in terms of equal pay
- Improvements in key performance indicators.
- Service improvement actions completed.
- Learning from complaints feedback has led to tangible service improvements
- Budgets delivered within variance levels demonstrating sound financial management

**Principle 3: Promoting values for the authority and demonstrating the values of good governance through upholding high standards of conduct and behaviour.**

- The Constitution acts as the guide for the operations of the Council and identifies the roles and responsibilities of the executive, officers and Members.
- The Constitution is supported by operational procedure manuals containing information on financial regulations, contract regulations, business procedures and processes to be followed in all areas of the Council.
- Expected standards of conduct and behaviour are set out in the Code of Conduct and other protocols contained within the Constitution. All members have also been given a Members' Toolkit which includes the Code of Conduct and all other relevant protocols and guidance for members. All members have been trained on the Code of Conduct.
- The Code of Conduct addresses the issue of members not taking part in decision-making if they have declared a prejudicial interest and about registration and declaration of personal interests. Declarations of interest are a standing item on all agendas. A register of interests for all members including co-optees on to the Standards Committee is updated annually and shown on the website.
- The Constitution also includes an Anti-theft, Fraud and Corruption Policy.
- Members are asked to sign up to a Member Undertaking to show their commitment to abide by the codes and protocols as a demonstration of support for the high standards of personal behaviour by Members and good working relationships with officers.

- Officers are bound by their own Code of Conduct which sets out guidelines for officer behaviour.
- The Member Toolkit contains an internal disputes resolution procedure which can be used to deal with alleged breaches of the Code of Conduct.
- The Council has adopted four values; customer service, improving services, trust and mutual respect which underpin the way it works and provides services. A programme to embed the values within the organisation has been led by an officer task group chaired by a member of the Executive Management Team via training, posters, newsletters, the staff magazine, the intranet and team briefings. The values are included as part of the staff appraisal system.
- The Standards Committee promotes and maintains high standards of conduct within the Council and its Parish Councils. The Committee assesses, reviews and makes determinations in respect of allegations of misconduct against district and parish councillors, and makes recommendations to Council on matters such as reviews of the Code of Conduct. The committee currently includes 19 members, comprising of 7 District councillors, 4 representatives of parish councils and 8 independent (lay) members.
- Each member of the Standards Committee receives a committee manual, including details of members' roles and responsibilities, and the Committee's responsibilities and procedures for carrying out assessments of complaints and dealing with investigations. The members of Standards Committee have ongoing training on a quarterly basis following each meeting on issues and procedures affecting it and details of workshops and training sessions during 2010 have been included in the annual report
- The operation of the Standards Committee has previously been recognised nationally and was short-listed for the LGC awards in the 2010 Standards and Ethics category (this category was not repeated at the 2011 awards due to the forthcoming changes to the Standards regime).
- The Chairman and Vice-Chairman of Standards Committee have continued to meet with the Chief Executive and Leader of the Council, and all political groups and non-group members are represented on the Standards Committee.

<p><b>Principle Three: Key Outcomes identified during 2010/11</b></p> <ul style="list-style-type: none"> <li>• Corporate Governance internal audit report of Feb 2011 was extremely positive about current arrangements and gave substantial assurance around the control environment.</li> <li>• The (draft) communications strategy for 2011/12 is built around SCDC's values.</li> <li>• Responses given to the media frequently link back to the values to show our residents, staff, members and partners what drives us as a council.</li> <li>• SCene, the internal staff newsletter aims to reinforce the values to staff and members. It is currently being refreshed with the aim of including more features and pieces specifically relating to the values.</li> </ul>
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**Principle 4: Taking informed and transparent decisions which are subject to effective scrutiny and managing risk.**

- The Constitution acts as the guide for the operations of the council and identifies the roles and responsibilities of the executive, officers and Members. The Constitution also identifies the delegation of responsibilities for Council Functions through Committees and sets out how decisions are made. All executive and officer decisions are published in a weekly e-bulletin, which is distributed to all Members, staff and the 90 parish councils within the Council's area.
- The Council has a Scrutiny and Overview Committee with terms of reference and operating procedures set out in the Constitution. The committee can call in for review any decision made by the Executive, Individual Portfolio Holders or key decisions made by officers. The Committee uses task and finish groups to carry out specific pieces of work. A timetable for scrutiny programme planning sets out deadlines and an annual Scrutiny and Overview Committee report is produced to the annual meeting of Council.
- During 2010/11 task and finish groups covered performance management, planning services and customer contact. Evidence for these groups was provided through focus groups of residents, planning agents, parish councils and staff. The groups also visited examples of good practice within neighbouring counties. Scrutiny has been further strengthened by training and development and a summary report of training is included in the Annual Report for 2010/11.
- Portfolio Holder meetings are open to the public and, wherever possible, decisions are taken at these regularly scheduled meetings, in line with the Constitution, and are published in a weekly e-bulletin which is distributed to all Members, co-opted members, staff and parish councils and the media. Matters decided outside of the formal meetings, for reasons of urgency, are published on pro-forma decision sheets. Portfolio monitors appointed by the Scrutiny and Overview Committee are invited to attend all portfolio holders meetings.
- Forward plans showing all decisions coming up are produced for meetings of executive portfolio holders, the Cabinet, the Council and senior management team. These plans are published on the website.
- All agendas and reports plus relevant supporting documents are available on the website in compliance with the statutory deadline for publication of five clear working days.
- The Corporate Governance Committee takes responsibility for all governance arrangements within the Council and undertakes the core functions of an Audit Committee, as identified in CIPFA's "Audit Committee – Practical Guidance for Local Authorities".
- The Council has a corporate complaints procedure in place. Complaints are reported to the Senior Management Team and Portfolio Holders on a quarterly basis. Complaints are also reported to the Scrutiny and Overview Committee. The complaints policy was reviewed during 2009/10 and incorporates complaints, compliments and comments. A "Learning from complaints" form was also introduced in 2009/10 and the Council will review its Compliments, Complaints and Comments Policy as part of the wider review of Customer Service Standards during 2011. Complaints about member conduct are received and

determined by the Standards Committee according to regulations and the Council's agreed procedures.

- A standard report template is used for all meetings which requires authors to cover all options, relevant background, details of consultation, key implications (financial, human resources, legal and equal opportunities) and how the matter contributes to the Council meeting its corporate objectives and service priorities.
- The Council has an in-house legal team supporting Members and all sections of the Council. The Legal and Democratic Services Manager receives copies of all Executive and Council reports for consideration before publication and has input on the legal implications of proposed actions and strategies and attends all meetings of the Council and a senior lawyer is always in attendance at regulatory committees to ensure that the limits of lawful activity are not breached and that decision-making is fair.
- The Council's legal team provides advice to decision makers on areas that have legal implications and financial advice is provided by the accountants. Suitably qualified staff are employed within the legal and financial teams.
- The Council's financial management arrangements conform to the governance requirements of the CIPFA "Statement on the Role of the Chief Financial Officer in Local Government" (2010).
- The Council's Risk Management Strategy has been reviewed during the year for approval by the Corporate Governance Committee. The document acknowledges the obligation to minimise adverse risk and details the process for identifying, recording, assessing, managing and reviewing risk. A strategic risk register has been compiled and is reviewed quarterly by the Executive Management Team and the Executive. During 2010/11 the Corporate Governance Committee also reviewed the register and the actions taken by the Executive on a quarterly basis. Project, partnership and service risk registers are also in place, and these are reviewed quarterly by departmental management teams and annually by the Executive Management Team on a rolling programme.
- Following on from the risk maturity audit carried in 2009/10 where Council was deemed to be "Risk Managed", an audit around the Council's corporate governance arrangements was carried out during 2010/11 and substantial assurance was placed around "the controls upon which the organisation relies to manage the risks are suitably designed, consistently applied and effective."
- The Council has a Code of Conduct for staff incorporated in the Constitution, an Anti-Theft, Fraud and Corruption Policy and Capability and Disciplinary Procedures.
- The Council's Whistleblowing policy has been extremely well communicated via the Intranet, Internet, Posters and the SCene Magazine and South Cambs Magazine. Oversight of this policy is included as a standing item on Standards Committee agendas. The Standards Committee received the internal audit manager's annual report on 16 June 2010, which demonstrated that the Whistleblowing Policy was working, that people were aware of it, and also that the anonymity of whistleblowers was protected.

#### **Principle Four: Key Outcomes identified during 2010/11**

- Outcome demonstrating effective scrutiny and constructive challenge
- Decisions bulletin supplied separately
- Enhanced customer service through improved handling of complaints and demonstrable learning from complaints – revised and improved processes.
- Basic principles of decision-making covered as part of new member induction and as part of the 'Working in a political environment' section of officer induction.
- Improved decision-making training offered to members and officers
- Successful remediation of risks re equity share scheme, HRA financial position and embedding values.
- The legal team has ensured it has been consulted at the outset of major procurement projects this year and has received very positive feedback from those instructing them on the value and rigour they have added to the process by early involvement.

#### **Principle 5: Developing the capacity and capability of Members and officers to be effective.**

- An induction programme is in place for newly elected members. An Induction Pack is also provided to all new Members. In addition, members are provided with a copy of the Member Toolkit which contains more detailed information about standards expected of councillors, and includes vital documents such as the Code of Conduct.
- The Member Development Strategy 2008-2011 and the emerging Member Development Strategy 2011-13 require all members to own the member training process and to carry out an annual self-assessment of their training needs. The results from the self-assessment are built into the member training and development programme. This will assist members to build their skills to enable them to play a full part in the work of the Council and in leading their communities.
- The Member Development Training programme for 2010/11 included specific skills and knowledge, the local and national context, corporate governance, technical skills and Personnel Support to enable Members to challenge and scrutinise as part of their roles.
- Upon appointment, new officers attend an induction session with the Chief Executive followed by a formal half-day induction and an in-service induction programme with their line manager.
- Ongoing training and development needs are identified through the staff Performance and Development Review (PDR) scheme, from which all staff have personal development plans.
- A management competency framework has also been developed and the management competencies are reviewed through the appraisal scheme.

- The Council's workforce plan covering the period from 2009/10 to 2011/12 was reviewed during the year to re-evaluate the Council's position and future workforce needs. The plan considers Management Development, Investors in people, Job evaluation, Equality and Diversity, Requirements from Service Plans, Succession Planning, Service Reviews and Growth Implications.
- All posts within the Council have a detailed job description and person specification to ensure that staff are suitably qualified to undertake their responsibilities.
- All staff are subject to the Council's PDR scheme which establishes clear links between tangible performance objectives, targets, service plans and corporate objectives. It will enable agreed incremental progression, improve performance, identify development opportunities and improve communications and relationships.
- The council supports a number of professional route qualifications with relevant training and development encouraged through coaching, project opportunities and secondments. The Council participates in the regional interchange programme which offers opportunities for job exchanges and also offers work experience placements.
- The Executive Management Team has benefited from specific training to develop its capacity.
- The Council has been awarded the Investors in People Standard's Bronze Award by demonstrating its commitment to improving business performance through its most valuable asset – its people. This award reflects the very strong ethos of providing development and personal support for staff, a good work – life balance, open and approachable managers, excellent career and professional development, high levels of service to residents, a sound appraisal process and staff involvement in the planning process.
- The Council has revamped and relaunched its Employee and Team Recognition to recognise outstanding customer service, thus enhancing performance and morale.

<b>Principle Five: Key Outcomes identified during 2010/11</b>
<ul style="list-style-type: none"> <li>• Feedback from the 2010 Member Induction has been broadly positive, with recommendations being considered by the Member Development Task and Finish Group for incorporation into the 2011 Induction and 2011-13 Member Development Strategy.</li> <li>• Establishment of the above task and finish group, reporting to the Environmental Services Portfolio Holder, reviewing delivery of member development opportunities and working towards achievement of the Quality Charter for Elected Member Development</li> <li>• Appointment of Member Services Officer to act as Members' first point of contact and to assist with training needs analyses and delivery of training identified.</li> <li>• A Quick Guide to Standing Orders issued to all members in response to requests for guidance.</li> <li>• Social Media Training delivered in response to Members' Communications Needs Survey</li> </ul>

- Decision-making training for members and officers delivered twice during the financial year
- Finance briefings organised during the budget preparation period for members generally and specifically for members of Scrutiny and Overview Committee.
- Questioning Skills for scrutiny workshop carried out
- Increased management capacity and skills level leading to better decision making, efficiencies/VFM services
- On 11 November 2010, the Council signed up to the East of England Quality Charter for Elected Member Development
- Improved customer service and service delivery (VFM)
- The workforce plan ensures that the Council has the right people with the right skills to deliver the Council's Objectives, leading to improved customer satisfaction and public perception
- The Constitution Review Working Party will be considering the impact of amending Standing Orders to allow the public to film / tweet / blog during public meetings. On 16<sup>th</sup> March 2011 the Planning Enforcement Sub-Committee decided to suspend Standing Order 21.4 for the duration of the meeting to allow television cameras to record proceedings.
- Public questions scheme reviewed during 2010/11 and adopted by Council to create a more thorough framework through which members of the public had a greater opportunity to have questions answered at the meeting and to ask supplementary questions, rather than receiving a written answer within a week of the meeting.
- Improved staff satisfaction rates
- The Council has revamped and relaunched its Employee and Team Recognition to recognise outstanding customer service, thus enhancing performance and morale.

**Principle 6: Engaging with local people and other stakeholders to ensure robust public accountability.**

- The terms of reference for the Scrutiny and Overview Committee include consideration and implementation of mechanisms to encourage and enhance community participation in the development of policy options. Stakeholders are invited to attend meetings and contribute to the Committee's work programmes including co-option onto panels where appropriate. Most meetings are taken out to the community to encourage participation.
- Scrutiny and Overview Committee has undertaken a training programme to build its skills base and ability to perform effectively as a team in scrutiny of the Council's policies and performance.
- Stakeholders are invited to attend meetings and contribute to the committee's work programmes, including co-option on to panels as appropriate. In 2010/11, the task and finish group reviewing VFM in the housing service was supported by three tenants. Two other task and finish groups held focus groups for staff, members, planning agents and parish councillors.
- A timetable for scrutiny programme planning is used that sets out deadlines and an annual Scrutiny and Overview Committee report is produced to the Council. The website includes

- information on scrutiny and a hand out is provided to residents who attend Scrutiny meetings.
- The Scrutiny Development Officer attends team meetings and staff induction to explain what scrutiny is doing and how it affects employees and customers.
  - A scrutiny annual report is produced by the Chairman and Vice chairman which covers positive outcomes which the committee has contributed to through its work programme and recommendations, options for improving the effectiveness of the committee itself, progress being made by the executive and conclusions.
  - All Council, Committee, Cabinet and Portfolio meetings are held in an open environment. The right to attend and speak at meetings is enshrined within the Constitution and guidance regarding public speaking is made available on the website. The Council's Planning Committee meetings include the opportunity for public speaking by applicants and objectors in accordance with a protocol.
  - All agendas and minutes of meetings are on the website together with a forward plan and record of decisions made.
  - The Council's website contains information on all Council services and provides for feedback to be given. A recent development is the inclusion of a 'Get involved' section.
  - The Community Engagement Strategy to meet the new duty to involve (as set out in the Local Government and Public Involvement in Health Act 2007) was implemented in 2009.
  - South Cambs Magazine is distributed to every home in the district four times a year and published on the Council's website. It is also sent to partners on request and to all parish councils who wish to receive an individual copy. The Council Tax leaflet for 2010/11 has been developed in conjunction with a focus group of residents.
  - Briefings are held with the local media on average 6 times a year to enhance communications and maximise coverage on service issues.
  - The Council continues to ensure that all communications with the public are accessible to all by providing translation, large print, standard phrase descriptions and Braille.
  - The Council's current Sustainable Community Strategy, agreed in March 2008, outlines the LSP's long-term vision for a sustainable South Cambridgeshire and Cambridge City as well as its three year objectives and priorities. The Council has consulted upon, and in July 2011 plans to adopt a joint Sustainable Community Strategy covering the period from 2011-2014 with Cambridge City, which outlines the long term vision for a sustainable South Cambridgeshire and Cambridge City.
  - Other achievements include:
    - The Cambridge City and South Cambridgeshire Local Strategic Partnership Board has met regularly during the year to discuss progress against indicators and targets.
    - A Gypsy and Traveller Community Strategy has been adopted

- A Community Transport Plan to engage those in rural areas has also been adopted
- A comprehensive equalities policy has been produced with an action plan, and the Council has agreed a Single Equality Scheme setting out its responsibilities and key priorities in respect of all equality characteristics, for consultation and adoption during 2011-12.
- Liaison with Parish Councils has been improved by the introduction of 6-monthly meetings and quarterly parish planning meetings.
- The Corporate Plan published annually includes a review of performance during the last year and plans for the following year. Performance and value for money information is provided in the Council Tax leaflet which has been enhanced and improved.

**Principle Six: Key Outcomes identified during 2010/11**

- Evidence of leading on public engagement: an off-site workshop for pupils from 3 schools involved young people in developing the Youth Plan now out for consultation; three tenants took part in the Housing VFM review and attended its presentation to Cabinet
- Constructive relationship with chair of CDRP is enabling chair of scrutiny to pursue outstanding actions awaited from police colleagues
- 2009/10 annual report enabled new members to understand the role of the scrutiny committee sufficiently to volunteer to join in
- South Cambs Magazine is distributed to every home in the district four times a year and published on the Council's website. It is also sent to partners on request and to all parish councils who wish to receive an individual copy
- High satisfaction levels, generally with the accessibility of the Council's services, and specific e.g. South Cambs mag and Reception surveys.
- The local media are regarded as a key communication channel with local residents, as well as stakeholders in their own right. Regular briefings are held on key areas of interest, as and when needed (roughly six times a year). Regular informal meetings are held with a local newspaper editor to build the relationship.
- SCDC is currently rolling out its social media channels. Twitter (@southcambs) has been operating since January 2011 and Facebook (/South Cambridgeshire) has since been launched. Internal consultation was held before doing this and extensive research went into the (draft) social media policy and strategy. Members have received social media training.
- Media monitoring takes place on a daily basis and is collated into a spreadsheet and sent to all of Cabinet, SMT, EMT and key others within the council
- Annual calendar of meetings now prepared early each calendar year for adoption and publication in March / April before the start of the new civic year.
- Consultations are undertaken with lead members, EMT, neighbouring authorities and the Council's other partners to minimise diary conflicts and ensure an effective use of member and officer time
- Council's 'Achieving' equalities submission identifies positive outcomes relating to equalities and inclusion. The Council has agreed a Single Equality Scheme setting out its

responsibilities and key priorities in respect of all equality characteristics, for consultation and adoption during 2011-12.

- Targeted consultation of key Council Actions for 2011-12 with all residents, including our Gypsy and Traveller Community and young people.
- Service improvements informed by specific customer feedback e.g. blue bin scheme
- Media, online and South Cambs magazine channels are used to publicise consultations and to feedback results and actions arising from those results
- Customer satisfaction and other feedback demonstrates that customers consider they are listened to

Positive feedback from customers regarding the Council's transparency arrangements, measured through compliments, informal comments, satisfaction survey results etc.

#### **4. REVIEW OF EFFECTIVENESS**

South Cambridgeshire District Council has responsibility for conducting, at least annually, a review of the effectiveness of its governance framework including the system of internal control.

This review of effectiveness is informed by the work of the senior managers within the Council who have responsibility for the development and maintenance of the governance environment, the Internal Audit partner's annual report, and also by comments made by the external auditors and other review agencies and inspectorates, including the Audit Commission.

The following actions and processes have been applied in maintaining and reviewing the effectiveness of the governance framework over the last twelve months:

**The Council and its Senior and Executive Management Teams** have developed and implemented a number of policies and corporate documents as well carrying out a number of actions, as follows: -

- The Corporate Plan 2010/11 was agreed setting out the priorities for the year and how these will be delivered.
- The Council's Constitution has been reviewed throughout the year to reflect key changes in policy.
- The Medium Term Financial Strategy has been reviewed and updated and is embedded in the business planning process.
- Updated financial position relating to the General Fund, Housing Revenue Account and Capital Expenditure
- Finance monitoring report including position statement and efficiency savings
- Review of Health & Safety Policy / Corporate Business Continuity Plan / Emergency Planning
- Regular CORVU monitoring
- Efficiency savings projects – updates and performance
- Review of Complaints and Compliments policy and performance and an overview of the Customer Services Excellence (CSE) project
- Financial impact on the Chancellor's Budget



- Information Governance Strategy project
- Asset Management Strategy / Corporate Asset Management Plan approval
- Asset Utilisation and Sustainability Policy Approval
- Member Development – Charter Status
- Customer Contact Strategic Review
- Project Management Database tracking and evaluating key corporate projects.

**The Corporate Governance Committee:**

- Monitored performance of the Internal Audit function through quarterly reports
- Approved the Internal Audit Strategic Plan
- Reviewed the Assurance Framework and Annual Governance Statement
- Reviewed the Local Strategic Partnership - Governance Arrangements – this was done by Cabinet.
- Reviewed the Executive's management of the Strategic Risk Register on a quarterly basis and approved a revised Risk Management Strategy.
- Approved the Statement of Accounts for 2009/2010

**The Scrutiny and Overview Committee:**

- Reviewed the Council's Use of Resources Improvement Plan by reminding the Committee that its objective was to examine the Plan and consider which issues, if any, should form part of their Work Programme for 2010/11.
- Agree communication plan proposed by the Finance Task and Finish Group carried out within existing resources.
- Reviewed the compliments and complaints handling performance in 2009/10
- Review of the Crime and Disorder Reduction partnership
- Formal review of the Council's Economic Development Strategy in early October
- Updates on the Integrated Business Monitoring Reports
- Received updates on the Medium Term Financial Strategy
- Information on the potential impact on South Cambridgeshire residents of Government Policy and Spending Decisions
- Receive report from the Performance Management Task and Finish Group, which highlighted the performance management techniques used by the Council and made a number of recommendations for the Committee to consider
- Updates on the Contact Centre Strategic Review and the expansion of this project to include all forms of customer contact.

There are a number of specific examples of where Scrutiny has made a difference this year (specific pieces of work or particular achievements):

- Use of the call-in procedure leading to an executive decision which was reviewed in response to local concerns;
- Driving the development of a comprehensive Value for Money toolkit for the Affordable Homes service
- Organising engagement and consultation as part of the development and subsequent adoption of a Young People's Plan for the district
- Involving customers and staff in reviews of the Development Control Service which will ultimately lead to tangible service improvements and better customer relations.

- An enhanced role for the Performance Improvement Group in driving performance improvement across the organisation.

**The Standards Committee:**

- Officers received the internal audit manager's report, which demonstrated that:
  - The Council can take substantial assurance that the controls upon which the organisation relies to manage its corporate governance and ethical standards arrangements are suitably designed, consistently applied and effective.
  - the Whistleblowing Policy was working and that people were aware of it, and also that the anonymity of whistleblowers was protected
- The Deputy Monitoring Officer provided a training session on the Code of Conduct for the nine new district councilors in mid-May 2010
- Continued to offer advice to District and Parish Council Members in relation to the Members Code.
- Held discussions around the operation of the application of the Code of Conduct and other Statutory functions of the Monitoring Officer
- Received updates on the application of the Council's Whistleblowing Policy and its operations across the Council
- Reported on the future of standards following the publication of the Localism Bill on 13 December 2010. The Bill was still in its early stages and substantial changes could be made before it became law sometime in late 2011 or early 2012. The Standards Committee has established a Future of Standards Working Group to make recommendations to the Standards Committee and full Council on the adoption of a voluntary local code of conduct and associated framework for handling any complaints, to determine the wording for such a code and to establish the complaints handling process. The Future of Standards Working Group includes representatives of all political groups on the Council, and the non-group members, as well as co-opted independent (lay) and parish council members to represent the District's residents and parishes.
- The Committee Chairman, Vice-Chairman and Deputy Monitoring Officer are to attend a Cabinet Liaison Forum with parish councils on 29<sup>th</sup> March 2011 to discuss the impact of the Localism Bill on ethical standards at parish councils.

**External Audit and Audit Commission's comments:**

- The Council's Statement of Accounts 2009/10 received an unqualified opinion from External Audit.
- The Council's internal control environment during 2009/10 was deemed to be adequate, with no significant weaknesses in internal control identified. Officers had introduced revised control procedures during 2009/10 and significant improvements had been made to the fixed asset register. The Council's fixed asset register now complies with the current accounting requirements and represents good practice. The auditors commended the Council on the achievement of these improvements in such a tight timescale and described it as a "significant success".
- The Council was given a qualified Value for Money conclusion for 2009/10, with the External Auditors concluding that the Council has made proper arrangements for securing economy, efficiency and effectiveness in its use of resources, except for its use of natural resources.

- In respect of the Council's use of natural resources the Auditors identified that the Council:
  - had limited understanding of its own use of natural resources and could not identify all the main influencing factors;
  - had not taken action to address high levels of electricity usage at South Cambridgeshire Hall that had been identified by the monitoring undertaken;
  - did not understand how sub metering that was undertaken on site related to the current office configuration;
  - struggled to manage its performance to reduce its impact on the environment in the absence of reliable baseline data; and
  - did not yet have a complete and systematic baseline for measurement of natural resources, although this was starting to be developed.

In addition, it was noted that both the depot and South Cambridgeshire Hall are in locations which are not easily accessible by sustainable transport. There is a 'travel to work plan', but there is little evidence that this is having any quantifiable impact. When the Council offices were based in Cambridge, lone car usage was below 50 per cent. According to the Council's annual travel survey the figure is now above 70 per cent.

The Auditors found that the Council is proactively using procurement activity to help manage its impact on the environment. Sustainability considerations are a key requirement and have been for a long time; for example, photocopies are on recycled paper and the Council makes use of green electricity and recyclables. Life cycle costing and the costs of disposal are also routine considerations.

The Council has established an action plan to start to address a number of the issues identified in respect of the use of natural resources. Key actions include:

- the appointment of a dedicated facilities manager for South Cambridgeshire Hall who is re-establishing the energy management sub systems within the broader building management system;
- a targeted 10 per cent reduction in emissions for 2010/11; and
- changes to the Council's recycling service collection rounds to reduce diesel consumption for the waste freighters.

Officers are actively monitoring progress against this plan to ensure the targeted financial and environmental benefits are delivered.

### **The Council's Assurance Framework:**

The assurance framework is underpinned by the following processes and policies:

- Corporate objectives and priority setting
- Service planning process
- Annual budget and budgetary control process
- Performance management framework
- Self assessment against the local code of governance
- Risk Management Strategy
- Anti Theft, Fraud and Corruption Policy
- Whistleblowing Policy
- Codes of Conduct / Ethical Standards
- Financial Regulations and Contract Regulations

- Partnership protocols
- Constitution
- Data Quality Strategy

The framework is also informed by the views of Internal and External Audit and other review agencies.

**Internal Audit:**

- The internal audit provision is managed, independently, by the Audit Partner and operates in accordance with the CIPFA Code of Practice for Internal Audit in Local Government 2006.
- The Audit Plan is prioritised by a combination of the key internal controls, assessment and review on the basis of risk and the Council's corporate governance arrangements, including risk management.
- Regular meetings between the internal and external auditor and review of the internal audit work by external audit ensure that duplication of effort is avoided.
- All Audit reports include an audit opinion on the adequacy of internal control; direction of travel and prioritised action plans to address any areas requiring improvement. Audit reports are submitted to the Chief Executive, Executive Director and Corporate Managers as appropriate; the Corporate Governance Committee receives regular updates on progress of the plan and full reports on request.

**Internal Audit Opinion**

The Internal Audit Opinion for 2010/11 will be added to this Statement when it is received by the Council.

**5. IMPROVEMENTS DURING THE YEAR**

This table highlights the progress made on the four issues identified in the 2009/10 review as meriting attention to further strengthen effective corporate governance:

2009/2010 Recommendation	Action in 2010/2011
1) Continue to develop the CORVU system to ensure that it is used to full capacity.	CorVu system continues to be well used throughout the authority. A post-implementation action plan has been put in place to ensure that it is easy to use and relevant, that is being used to its full capacity and to further develop the system. This culminated in a number of improvements for users being implemented from January 2011; these have been publicised through a number of briefing sessions attended by 50 staff and 16 members.

2) Ensure full integration between financial and performance monitoring.	Integrated business monitoring reports have continued to seek links between finance and performance when necessary, prompting discussions about the potential reallocation of resources to address areas of underperformance. This process will further development into 2011/12 through the development and re-launch of a corporate health-card for the Council.
3) Develop procedures to share and receive quality information in respect of partnerships and provide more systematic reporting.	Written reports from the Council's appointed representatives on partnership bodies are included in Cabinet and Council agendas as part of the standing items on updates from members appointed to outside bodies, and, when there is not an imminent Cabinet or Council meeting, published in the Council's Weekly Bulletin to provide timely updates to all members.
4) Ensure that the system of learning from complaints is implemented and information disseminated throughout the organisation.	The response rate for Learning from Complaint forms has improved during 2010-11 and for Quarter 3 was 58%. We will be looking to improve this further to seek a 100% return rate during 2011-12. Tangible improvements in response to customer feedback are being identified from analysis of the forms.

## 6. SIGNIFICANT GOVERNANCE ISSUES

No issues which may be regarded as significant were identified during 2010/11 as a result of the review of arrangements and by the work of external and internal audit.

Although not classed as significant, the following issues have been identified as **meriting attention** to further strengthen effective corporate governance:

2010/2011 Recommendation	Action Planned for 2011/2012
1. Monitor delivery of the existing plan for producing IFRS compliant accounts within the set timescale.	The plan is being monitored by the Head of Accountancy and the External Audit Manager to ensure the 2010/11 accounts meet the relevant requirements.
2. Monitor delivery of the use of natural resources action plan.	Officers are actively monitoring progress against a Use of Natural Resources Action Plan to ensure the targeted financial and environmental benefits are delivered.

<p>3. Continue to monitor the financial position closely, making the necessary decisions about levels of funding and service standards in order to tackle the underlying General Fund deficit and balance the budget in the medium term.</p>	<p>The Council approved its Medium Term Financial Strategy at its meeting on 24<sup>th</sup> February 2011. The Strategy will achieve a balanced budget over the medium term, although this includes a series of efficiency projects which will need to be completed to achieve this objective.</p>
<p>4. The Council should:</p> <ul style="list-style-type: none"> <li>• Assess the benefit it derives from existing partnership arrangements; and</li>   <li>• identify and assess the risks of partners withdrawing from key partnerships.</li> </ul>	<p>The Council will review the structure and effectiveness of the current LSP arrangements with Cambridge City to ensure added value and demonstrable outcomes <b>(by July 2011)</b></p> <p>The Council will review how SCDC interacts with other partnerships, including the CDRP, emerging health partnership etc, to ensure added value and demonstrable outcomes <b>(by Mar 2012)</b></p> <p>(Community and Customer Service Improvement Plan Action 1.4.2)</p>
<p>5. Carry out a cost/benefit evaluation of the opportunity that the Localism Bill offers to improve the provision of housing in South Cambridgeshire.</p>	<p>The Council will draw up an updated Strategic Housing Assessment during 2011/12 and this will be reflected in the Local Development Framework Document.</p>
<p>6. Ensure that the Council has sufficient information to be able to make accurate assessments of Value for Money (VFM) in all its services.</p>	<p>(1) Develop a robust VFM framework for the authority to ensure that VFM to central to everything we do and every decision we make.</p> <p>(2) Develop the amount and quality of information that is gathered from other authorities relating to cost and performance to enable sound VFM assessments to be made</p> <p>(Community and Customer Service Improvement Plan Action 1.1.7)</p>
<p>7. Ensure that the Council sets and measures consistent standards of customer service for its external customers and internal relationships, and that satisfaction arrangements are timely, systematic and robust.</p>	<p>Complete a review of corporate and service-levels customer service standards and work with Corporate Services to develop and implement an Internal Engagement Calendar to ensure timely internal customer satisfaction work which avoids duplication and overlap.</p>

8. Ensure that the authority is able to quickly determine how it is currently performing through the use of a simple, easy to understand process.	Develop a corporate performance 'scorecard' containing an agreed 'basket' of indicators, including a review of service indicators to support the corporate scorecard (and associated actions under C&CS Improvement Plan Action 1.2.1)
9. 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 and other guidance emerges. (Improvement Plan action 1.2.6)

These improvements are planned to strengthen effective corporate governance.

We have been advised on the implications of the result of the review of the effectiveness of the governance framework by the Council's Corporate Governance Committee and a plan to address weaknesses and ensure continuous improvement of the system is in place.

We propose over the coming year to take steps to address the above matters to further enhance our governance arrangements.

We are satisfied that these steps will address the need for improvements that were identified in our review of effectiveness and will monitor their implementation and operation as part of our next annual review.

Signed .....

Signed .....

Date:

Date:

Jean Hunter  
Chief Executive

Councillor Ray Manning  
Leader of the Council