A meeting of the **CABINET** will be held in **COUNCIL CHAMBER, PATHFINDER HOUSE, ST MARY'S STREET, HUNTINGDON PE29 3TN** on **THURSDAY, 13 MARCH 2008** at **11:30 AM** and you are requested to attend for the transaction of the following business:-

		Contact (01480)

1.   **MINUTES** (Pages 1 - 6)

To approve as a correct record the Minutes of the meeting held on 21st February 2008.

Mrs H J Taylor 388008

2.   **MEMBERS' INTERESTS**

To receive from Members declarations as to personal and/or prejudicial interests and the nature of those interests in relation to any agenda item. Please see Notes 1 and 2 below.

3.   **CAR PARKING STRATEGY** (Pages 7 - 16)

(a)   Recision of Minute 07/105

To reconsider the decision on the Car Parking Strategy in light of the motion by Councillors under Standing Order 13.1 of the Council Procedure Rules contained in the Council's constitution –

'That the following resolution of Minute No. 07/105 'Call In: Car Parking Strategy' be rescinded –

(e)   that the resolution in Minute No 99(c) of the meeting of the Cabinet held on 31st January 2008 be amended and the proposed car parking charges outlined as the second option in Annex D of the Car Parking Strategy Action Plan be approved and advertised.'

(b)   Proposed Action Plan

To further consider a report by the Head of Planning Services – to follow.

S Bell 388387

4.   **PERFORMANCE MONITORING** (Pages 17 - 34)

To consider a report by the Head of Policy and Strategic Services on the achievement of objectives in "Growing Success" – the Council's Corporate Plan.

I Leatherbarrow 388005

5.   **SHARED SERVICES** (Pages 35 - 38)

To consider a report by the Director of Commerce and Technology updating Cabinet on progress and seeking approval for the shared services intiatives.
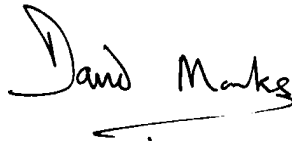
**T Parker
388100**

6.   **SUPPORTING COUNCILLORS: A MANIFESTO FOR COUNCILS**
(Pages 39 - 58)

To consider a report by the Head of Administration regarding the Local Government Information Unit's document "Supporting Councillors: A Manifesto for Councils".

**R Reeves
388003**

Dated this 13 day of March 2008

David Marks

Chief Executive

Notes

1.   *A personal interest exists where a decision on a matter would affect to a greater extent than other people in the District –*

 (a)   *the well-being, financial position, employment or business of the Councillor, their family or any person with whom they had a close association;*

(b)   *a body employing those persons, any firm in which they are a partner and any company of which they are directors;*

(c)   *any corporate body in which those persons have a beneficial interest in a class of securities exceeding the nominal value of £25,000; or*

(d)   *the Councillor's registerable financial and other interests.*

2.   *A personal interest becomes a prejudicial interest where a member of the public (who has knowledge of the circumstances) would reasonably regard the Member's personal interest as being so significant that it is likely to prejudice the Councillor's judgement of the public interest.*

Please contact Mrs H Taylor, Senior Democratic Services Officer, Tel No. 01480 388008/e-mail Helen.Taylor@huntsdc.gov.uk   if you have a general query on any Agenda Item, wish to tender your apologies for absence from the meeting, or would like information on any decision taken by the Committee/Panel.

Specific enquiries with regard to items on the Agenda should be directed towards the Contact Officer.

Members of the public are welcome to attend this meeting as observers except during consideration of confidential or exempt items of business.

Agenda and enclosures can be viewed on the District Council's website –

If you would like a translation of Agenda/Minutes/Reports or would like a large text version or an audio version please contact the Democratic Services Manager and we will try to accommodate your needs.

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HUNTINGDONSHIRE DISTRICT COUNCIL

MINUTES of the meeting of the CABINET held in the Council Chamber, Pathfinder House, St Mary's Street, Huntingdon PE29 3TN on Thursday, 21 February 2008.

PRESENT: Councillor I C Bates – Chairman.

Councillors P L E Bucknell, D B Dew, A Hansard, C R Hyams, T V Rogers and L M Simpson.

APOLOGY: An apology for absence from the meeting was submitted on behalf of Councillor Mrs D C Reynolds.

103. MINUTES

The Minutes of the meeting of the Cabinet held on 31st January 2008 were approved as a correct record and signed by the Chairman.

104. MEMBERS' INTERESTS

No declarations were received.

105. CALL-IN:CAR PARKING STRATEGY

Further to Minute No. 07/99 and with the assistance of a report by the Overview and Scrutiny Panel (Service Support) (a copy of which is appended in the Minute Book) the Cabinet considered the deliberations of the Panel following its "call in" of the decision made by the Cabinet on the proposed car parking strategy action plan for Huntingdonshire at its meeting on the 31st January 2008.

Members were advised that the Panel had been disappointed that the Cabinet had decided to accept the Car Parking Working Party's recommendation to introduce a 25% reduction in the cost of a car parking season ticket for vehicles with emissions below 120g/km. The Panel had felt that the Cabinet should take a more innovative approach and introduce greater incentives to encourage motorists to purchase and use low emission vehicles. In the discussion that ensued, Executive Councillors took the opportunity to reconsider the level of charges to be introduced for car parking from 1st June 2008, given the financial implications of introducing a reduction for season ticket holders with low emission vehicles.

With regard to the Panel's recommendation regarding the use of surplus income it was assumed would be generated by increased car parking, Executive Councillors reiterated that it would not be appropriate to ring fence surplus income from charges in accordance with Council policy. Members also noted that the Council's expenditure on highways and transportation issues far exceeded any surplus that might be made from car parking charges.

In discussing arrangements to review the Car Parking Action Plan, Executive Councillors recognised the need to consider climate change issues within the forthcoming Environment Strategy and that it would therefore be appropriate to reconsider the implications for the car parking action plan earlier than previously intended.

Having acknowledges the Overview and Scrutiny Panel's input into the matter, the Cabinet

RESOLVED

(a)   that the views expressed by the Overview & Scrutiny (Service Support) Panel be noted;

(b)   that a reduction of 50% in the cost of a car parking season ticket for cars with CO_2 emissions of 120g/km or less be introduced as part of the implementation of the car parking action plan with effect from 1st June 2008;

(c)   that the wider issues of encouraging the use of low emission vehicles, public transport, cycling and walking be dealt with in the development of the Environment Strategy and in the next review of the car parking action plan;

(d)   that surplus income from car parking charges be not ringed fenced for integrated, sustainable and accessible transport;

(e)   that the resolution in Minute No 99 (c) of the meeting of the Cabinet held on 31st January 2008 be amended and the proposed car parking charges outlined as the second option in Annex D of the Car Parking Strategy Action Plan be approved and advertised;

(f)   that the resolution in Minute No 99 (d) of the meeting of the Cabinet held on 31st January 2008 be amended and issues relating to climate change in the car parking action plan be reviewed following a period of 6 months after the introduction of the revised charges; and

(g)   that further consideration be given by the Executive Councillor for Planning Strategy, a representative of the Overview and Scrutiny Panel (Service Support) and relevant officers to the initial scoping of the review of the Car Parking Action Plan referred to in (f) above.

106.   **CONSULTATION AND ENGAGEMENT STRATEGY, COMMUNICATIONS AND MARKETING STRATEGY, CUSTOMER SERVICE STRATEGY.**

By way of a report by the Chief Officers' Management Team, the Cabinet was invited to consider the following strategies:

-       Customer Service;

- Communications and Marketing; and
- Consultation and Engagement.

(Copies of the reports and strategies are appended in the Minute Book.)

In so doing, Members were advised that the strategies had been updated following the adoption of a revised version of "Growing Success" – the Council's Corporate Plan in June 2007 and that the Overview & Scrutiny Panel (Corporate and Strategic Framework) had considered them at their meeting on 6th February 2008.

Arising from Members' comments in relation to the necessity for separate action plans for each of the strategies rather than a general plan embracing all of the objectives, the Head of Policy and Strategic Services acknowledged that while some of the actions were inter-related the plans needed to be prepared individually for the purpose of inspection and external audit. Having referred also to the need to identify savings within the plans and in view of the absence of measures/targets within the Customer Service action plan, the Cabinet

RESOLVED

that the contents of the Customer Service, Communications and Marketing and Consultation and Engagement Strategies be approved and a further report submitted as and when the supporting action plans are developed.

107.   RIVERSIDE PARK, HUNTINGDON: IMPROVEMENTS

Further to Minute No. 04/81, the Cabinet considered a joint report by the Heads of Planning Services, of Operations, of Environmental Management and of Legal & Estates (a copy of which is appended in the Minute Book) outlining a scheme to enhance the Riverside Park, Huntingdon.

Executive Councillors were advised that this entailed a series of improvements to the park including new planting, footpaths and cycleways, additional recreational areas, new hard surfacing, moorings and signage. In discussing the overall cost of the proposals, it was suggested that investigations should be undertaken into the possibility of external funding for the scheme. Whereupon, it was

RESOLVED

(a)   that the master plan for the Riverside Park, Huntingdon be approved as a basis for further discussion and consultation; and

(b)   that the ensuing report on the outcome of the consultation exercise include information on the inquiries into external funding sources.

108. **MEDIUM TERM PLAN: RELEASE OF FUNDS: IT NETWORK INFRASTRUCTURE**

With the assistance of a report by the Head of Financial Services (a copy of which is appended in the Minute Book) the Cabinet considered a request for the release of funding from the Medium Term Plan.

RESOLVED

that the relevant funding as detailed in the report now submitted be released for the replacement of IT network and server equipment.

109. **STATE OF THE DISTRICT: ENGAGEMENT EVENTS**

A report by the Overview & Scrutiny Panel (Service Delivery) was submitted (a copy of which is appended in the Minute Book) which summarised the findings of a review by a Working Group into the principle and potential benefits of holding events to engage Huntingdonshire residents in discussing the Council's strategies and services.

In considering the Working Group's proposals, Executive Councillors recognised that these far exceeded the original concept of a biennial "State of the District" half-day conference. Having questioned the accuracy of the predicted resource and financial implications of holding four events per annum around the District, it was

RESOLVED

that the proposal by the Working Group be noted and a further report submitted to Cabinet addressing the financial involvement and the implications for the Council's Consultation and Engagement Strategy

110. **LOCAL PETITIONS AND CALLS FOR ACTION**

Consideration was given to a report by the Head of Administration (a copy of which is appended in the Minute Book) on the implications for the Council's overview and scrutiny function of the Local Government and Public Involvement in Health Act 2007 and the Police and Justice Act 2006 which were likely to be introduced later in the year. Following receipt of anticipated regulations and statutory guidance, the Cabinet was informed that a more detailed report would be submitted.

Having been acquainted also with a consultation paper from the Department for Communities and Local Government on local petitions and calls for action, the Cabinet

RESOLVED

(a)   that the contents of the report be noted; and

(b)   that the Head of Administration be authorised to respond to the Department of Communities and Local Government consultation paper in as outlined in Annex A of the report now submitted.

111. ENFORCEMENT POLICIES

By way of a report by the Head of Administration (a copy of which is appended in the Minute Book) the Cabinet was informed of the publication of a Regulators' Compliance Code by the Department for Business Enterprise and Regulatory Reform.

Executive Councillors were advised that the new code would form a central part of the Government's "Better Regulation Agenda" with the aim of ensuring a risk based, proportionate and flexible approach to regulatory inspection and enforcement that allowed and encouraged economic progress. Having considered the implications of the proposals on the Council's enforcement policies, the Cabinet

RESOLVED

(a)   that the contents of the report be noted; and

(b)   that relevant Heads of Service be authorised to review enforcement policies having specific regard to the content of the new Regulators' Compliance Code and to approve any necessary changes after consultation with the relevant Executive Councillor.

112. CYCLING

Consideration was given to a report by the Cycling Working Group appointed by the Overview & Scrutiny Panel (Service Support) to investigate the Council's expenditure on cycling in Huntingdonshire and its effectiveness in providing dedicated cycle paths and promoting cycling as a means of transport. A copy of the report is appended in the Minute Book.

In discussing the Working Group's recommendations, which had been endorsed by the Panel, the Cabinet

RESOLVED

(a)   that the recommendations of the Working Group be noted and a further report submitted to Cabinet addressing the wider issue of Section 106 funding and partnership working; and

(b)   that Cambridgeshire County Council be invited to enter into discussions regarding their offer to update the Huntingdonshire Cycling Strategy as detailed in paragraph 7.1 of the report now submitted and in the issue of partnership working for cycling provision.

113. TRAVEL PLAN

The Cabinet received the report of a Working Group appointed by the Overview & Scrutiny (Service Support) to investigate the Council's Travel Plan and considered the Panel's recommendations in relation to travel allowances and incentives/disincentives for Members and Officers to use environmentally sensitive means of transport.

In reviewing the Working Group's recommendations, Executive Councillors questioned the suggestion to change mileage allowances for Members only and not employees. Members also felt that further work was required into alternative methods of transport to discourage the use of private cars by employees in travelling to and from work. Having noted that any proposals would be affected by the forthcoming Environment Strategy, the Cabinet

RESOLVED

that the Working Group's recommendations be approved and investigated in the context of the emerging Environment Strategy, the car parking action plan and the travel plan.

114. PROPOSED TERMS OF REFERENCE AND OPERATION - COUNTRYSIDE JOINT GROUP

A report by the Head of Administration (a copy of which is appended in the Minute Book) on a revised terms of reference and method of operation for the Countryside Joint Group was withdrawn from the agenda.

Chairman

CABINET   **13TH MARCH 2008**

CAR PARKING STRATEGY – PROPOSED ACTION PLAN
(Report by Head of Planning Services)

1.   INTRODUCTION

1.1   Members have previously considered the proposed Action Plan relating to the Car Parking Strategy at various meetings during January 2008. In addition to the Action Plan, the associated report also provided feedback on public consultation, the recommendations of the Car Parking Working Party and the financial options underpinning the Action Plan.

1.2   Following the publication of the Cabinet decision of 31st January, 8 Members of the Overview & Scrutiny Panel (Service Support) called in the matter. This was then discussed at a further meeting of the Panel on 20th February, which was attended by Councillors I C Bates and PLE Bucknell as Leader and as the appropriate Executive Councillor.

1.3   Having discussed the issues raised as part of the Call-In, the Panel decided to refer the matter back to Cabinet for its further consideration with the following recommendations;

(a) the introduction in the forthcoming car parking order of a proposal to permit free parking for vehicles with CO2 emissions of 120 g/km or less (equivalent to Bands A & B of the current vehicle excise duty rates) in all Council car parks (a 'green badge' scheme), the parking to be limited to the normal maximum stay in the respective car parks;

(b) the wider issues of encouraging the use of low emission vehicles to be dealt with in the forthcoming Environment Strategy and in the next review of the car parking action plan;

(c) removal of the current inconsistency in the Car Parking Strategy vis-à-vis Council policy in terms of the ring-fencing of surplus income from car parking charges for integrated, sustainable and accessible transport;

(d) commence implementation of the car parking action plan proposals during the forthcoming summer;

(e) the commencement of a review of the car parking action plan with effect from January 2009 to enable the impact of the forthcoming changes to be assessed from 6 months after their implementation;

(f) the acceptance of an invitation for a representative of the Panel to consider with the appropriate executive councillor and relevant officers, the initial scoping of the review of the car parking action plan referred to in (e) above

1.4 Cabinet subsequently discussed these matters at their meeting on 21st February 2008, when the following was recommended for approval;

(a) that a free parking scheme for low emission vehicles would not be supported but that a Season Ticket reduction would be offered at 50% of normal rates for qualifying vehicles. In addition, it was agreed to adopt charging Option 2 as opposed to Option 1 previously approved;

(b) accepted as written;

(c) this item would not be supported;

(d) accepted with a view to implementation by 1st June 2008;

(e) accepted as written;

(f) accepted as written.

2. IMPLICATIONS

2.1 Upon further reflection, Cabinet members have subsequently indicated that they wish to reconsider their decision further in the light of the Action Plan recommendations. An earlier consultation exercise undertaken as part of the preparation of the Action Plan supported the introduction of charging Option 1 and members are of the opinion that the views of stakeholders should be acknowledged in any final decision. The overall Charging Options are shown at Annex A. It should be noted that the Season Ticket reductions for low emission vehicles are still shown at a rate of 25%.

2.2 As part of this reconsideration, Members recognise that any decision on car parking charges will be influenced by the Council's emerging Environment Strategy and the decision to commence a further early review of car parking from January 2009. They therefore consider that it would seem inappropriate to increase car parking charges over and above the previously approved Option 1 at the present time, subject to further discussion on a possible hybrid Option 1 as outlined in Section 2.4 below.

2.3   Additionally, Members of Cabinet are mindful of the potential impact of the wider Option 2 charges on the overall delivery of the Car Parking Strategy and Action Plan, as part of the wider agenda relating to the local economy of our market towns and the impact on the emerging Environment Strategy.

2.4   In terms of a possible hybrid to Option 1, Members have asked for details of the financial impact of raising the 1-hour and 2-hour charges at all Inner, Mid-Term and Waitrose Car Parks in line with Option 2 suggestions as follows. The proposal also shows an increase in the level of on-street charges to reflect that these charges are historically at a higher level than off-street parking, a principle which the County Council have supported during the public consultation.

Inner, Mid & Waitrose	Option 1	Option 1 Hybrid
1-hour	40p	50p
2-hour	80p	100p
On-Street One Hour	50p	60p

2.5   In terms of the overall financial impact of adopting Option 1 Hybrid, together with all other charging levels remaining in accordance with Option 1, this would generate estimated increased revenue of £94K during 2008/09 over and above the financial analysis presented in the previous report. The actual resistance to the charges is particularly hard to estimate where charges reach a level where car park usage reduces more than estimated

2.6   As part of the public consultation, Members should note that Waitrose indicated that if the Council were minded to proceed with one of the proposed price increases, then they stated that Option 1 would be more reasonable whilst Option 2 (now shown as Option 1 Hybrid) would be completely unacceptable to them. Under the terms of lease with that Company, they can withdraw from the joint arrangement, subject to a period of notice and operate those car parks independently of our Car Parking Strategy.

2.7   Due to the delay in the final agreement of the proposed Action Plan, it is now likely that the implementation of the new Off-Street Parking Places Order 2008, may not take effect until 1st August 2008, based on the period of notice and public consultation that the supporting legal Orders are required to follow. This will have an effect on the projected level of income within the MTP for the period 2008/09.

2.8   Members should also note that any changes to the on-street regime and the required legal Orders are administered by the County Council through the Huntingdonshire Traffic Management Area Joint Committee (AJC). Given the delay in setting a recommended level for this element of the charging regime and the cycle of 2008 AJC meetings, there will now be a delay with the implementation of this

element. It is likely that, subject to the formal advertisement of on-street legal Orders following consideration by AJC in Summer 2008, that any changes to charge levels, if approved, will not be implemented before the end of 2008 at the earliest. Therefore a short period of time will exist where 1-hour on-street charging will be less than that expected to be set for off-street levels.

3. SEASON TICKETS / RESIDENT PERMITS

3.1 The current number of valid tickets and permits as at 25th January 2008 are as follows;

Season Tickets –

- Huntingdon - 82
- St. Ives - 105
- St. Neots - 54

Resident Permits –

- Huntingdon - 153
- St. Ives - 38
- St. Neots - 10

3.2 It is difficult to estimate with any degree of accuracy what the likely take-up of Season Tickets and Residents Permits will be following the introduction of the new charges. It is therefore suggested that the above figures should be used as a baseline for any subsequent review commencing post-January 2009.

3.3 Broadly speaking, it is not anticipated that there should be any significant changes in St. Ives as no car parks are subject to any regime change, other than any introduction of a low emission discount and new overall charges. The most significant change will be the opening of the new Guided Bus Park & Ride site early in 2009 where we will need to commence the assessment of the impact on town centre car parking. This is included as a long-term issue in the Action Plan.

3.4 In St. Neots, the significant change that could marginally affect Season Tickets and Residents Permits is the change of Tan Yard car park from long to short-stay. This will render this car park no longer available to those possessing Season Tickets and the effects of that will be monitored against the January 2008 baseline. Free long-stay parking will remain within the town.

3.5 The most significant likely impact will be within Huntingdon where free parking will no longer be available and Ingram Street and Mill Common car parks will no longer be available to Season Ticket holders. Mill Common will also change from long to short-stay.

Additionally, following the removal of free parking for staff at Pathfinder House and the overall introduction of charging (at Riverside and Bridge Place) and planned increases in charging levels as well as low emission discounts, could all lead to significant first-time applications for Season Tickets and Residents Permits.

3.6 It is anticipated that using the January 2008 baseline and taking all the above factors into account, that Season Ticket purchases will significantly increase given the overall cost saving when compared to paying a daily charge.

3.7 It is also anticipated that there may be more demand for Residents Permits given the removal of eligibility for Season Ticket holders to park at Ingram Street or Mill Common. Historically there has been far greater demand well in excess of available capacity for all users at both car parks which have led to on-going complaints and the proposed changes in the Action Plan are structured to try and address this issue. However, even with the removal of Season Ticket holders, there will still be considerable demand from both Resident Permit holders and those paying a daily charge.

4. CONCLUSIONS

4.1 This information is submitted at the request of Cabinet in order that they may reconsider their decision on charging taken at their meeting held on 21st February 2008.

5. RECOMMENDATION

5.1 Cabinet is recommended to implement Option 1 Hybrid (as set out in paragraph 2.4) together with all other charging levels in accordance with Option 1.

BACKGROUND INFORMATION

Cabinet Reports – Car Parking Strategy and Action Plan

Contact Officer:　　**Stuart Bell – Transportation Team Leader**

☎　　**(01480) 388387**

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PROPOSED CHARGING OPTIONS					
Location	**Existing**		**1st Option**		**2nd Option**	
Inner Car Parks	1-hour	30p	1-hour	40p	1-hour	50p
	2-hour	60p	2-hour	80p	2-hour	100p
	3-hour	150p	3-hour	200p	3-hour	250p
	4-hour	250p	4-hour	300p	4-hour	400p
Mid-Term Car Parks	1-hour	25p	1-hour	40p	1-hour	40p
	2-hour	50p	2-hour	80p	2-hour	80p
	3-hour	80p	3-hour	100p	3-hour	120p
	4-hour	100p	4-hour	150p	4-hour	180p
	23-hour	150p	23-hour	200p	23-hour	250p
Waitrose (St. Ives & St. Neots)	1-hour	30p	1-hour	40p	1-hour	50p
	2-hour	60p	2-hour	80p	2-hour	100p
On-Street	1-hour	30p	1-hour	50p	1-hour	50p
Riverside, Huntingdon - Proposed Short-Stay Section	1-hour	n/a	1-hour	20p	1-hour	30p
	2-hour	n/a	2-hour	40p	2-hour	60p
Proposed Long-Stay at Riverside, Huntingdon and Bridge Place, Godmanchester						
(Monday to Friday)	1-hour	Free	1-hour	20p	1-hour	30p
	2-hour	Free	2-hour	40p	2-hour	60p
	3-hour	Free	3-hour	60p	3-hour	100p
	4-hour	Free	4-hour	80p	4-hour	150p
	4 to 10 hours	Free	4 to 10 hours	150p	4 to 10 hours	200p
	10 to 23 hours	Free	10 to 23 hours	480p	10 to 23 hours	530p
(Saturdays)	1-hour	Free	1-hour	20p	1-hour	30p
	2-hour	Free	2-hour	40p	2-hour	60p
	3-hour	Free	3-hour	60p	3-hour	100p
	4-hour	Free	4-hour	80p	4-hour	150p
	23 hour	Free	23 hour	150p	23 hour	200p

Season Tickets	**Existing**	**1st Option**	**2nd Option**
Monday to Friday - Annual	£175	No longer available	No longer available
Monday to Friday - 6 months	£90	No longer available	No longer available
Monday to Saturday - Annual	£250	£250 (£187.50)	£350 (£262.50)
Monday to Saturday – 6 months	£130	£130 (£97.50)	£185 (£138.75)
Figures in brackets indicate proposed 25% discount level for qualifying low emission vehicles			
Resident Permits	**Existing**	**1st Option**	**2nd Option**
	£40	£50 (£37.50)	£80 (£60)
Figures in brackets indicate proposed 25% discount level for qualifying low emission vehicles			

INNER CAR PARKS –

- Sainsbury's, Huntingdon
- Princes Street, Huntingdon
- Trinity Place, Huntingdon
- Mill Common, Huntingdon (from current mid-term)
- Priory Lane, St. Neots
- Brook Street, St. Neots
- Tan Yard, St. Neots (from current mid-term)
- Cattle Market (Bus Station section), St. Ives

MID-TERM CAR PARKS –

- Great Northern Street, Huntingdon
- Ingram Street, Huntingdon
- St. Germain Street (Minor), Huntingdon
- Cattle Market (Harrison Way section), St. Ives
- Darwoods Pond, St. Ives
- Globe Place, St. Ives
- Priory Car Park, St. Neots
- Tebbutts Road, St. Neots

PROPOSED CHARGING OPTIONS						
Location	**Existing**		**1ˢᵗ Option**		**1st Option hybrid**	
Inner Car Parks	1-hour	30p	1-hour	40p	1-hour	50p
	2-hour	60p	2-hour	80p	2-hour	100p
	3-hour	150p	3-hour	200p	3-hour	200p
	4-hour	250p	4-hour	300p	4-hour	300p
Mid-Term Car	1-hour	25p	1-hour	40p	1-hour	50p
	2-hour	50p	2-hour	80p	2-hour	100p
	3-hour	80p	3-hour	100p	3-hour	120p
	4-hour	100p	4-hour	150p	4-hour	150p
	23-hour	150p	23-hour	200p	23-hour	200p

Waitrose (St. Ives & St. Neots)	1-hour	30p	1-hour	40p	1-hour	50p
	2-hour	60p	2-hour	80p	2-hour	100p

On-Street	1-hour	30p	1-hour	50p	1-hour	50p

Riverside, Huntingdon - Proposed Short-Stay Section	1-hour	n/a	1-hour	20p	1-hour	20p
	2-hour	n/a	2-hour	40p	2-hour	40p

Proposed Long-Stay at Riverside, Huntingdon and Bridge Place, Godmanchester						
(Monday to Friday)	1-hour	Free	1-hour	20p	1-hour	20p
	2-hour	Free	2-hour	40p	2-hour	40p
	3-hour	Free	3-hour	60p	3-hour	60p
	4-hour	Free	4-hour	80p	4-hour	80p
	4 to 10 hours	Free	4 to 10 hours	150p	4 to 10 hours	150p
	10 to 23 hours	Free	10 to 23 hours	480p	10 to 23 hours	480p
(Saturdays)	1-hour	Free	1-hour	20p	1-hour	20p
	2-hour	Free	2-hour	40p	2-hour	40p
	3-hour	Free	3-hour	60p	3-hour	60p
	4-hour	Free	4-hour	80p	4-hour	80p
	23 hour	Free	23 hour	150p	23 hour	150p

Season Tickets	**Existing**	**1ˢᵗ Option**	**1st Option hybrid**
Monday to Friday - Annual	£175	No longer available	No longer available
Monday to Friday - 6 months	£90	No longer available	No longer available
Monday to Saturday - Annual	£250	£250 (£125.00)	£250 (£125.00)
Monday to Saturday – 6 months	£130	£130 (£65.00)	£130 (£65.00)
Figures in brackets indicate proposed 50% discount level for qualifying low emission vehicles			
Resident Permits	**Existing**	**1ˢᵗ Option**	**2ⁿᵈ Option**
	£40	£50 (£25.00)	£50 (£25.00)
Figures in brackets indicate proposed 50% discount level for qualifying low emission vehicles			

INNER CAR PARKS –

- Sainsbury's, Huntingdon
- Princes Street, Huntingdon
- Trinity Place, Huntingdon
- Mill Common, Huntingdon (from current mid-term)
- Priory Lane, St. Neots
- Brook Street, St. Neots
- Tan Yard, St. Neots (from current mid-term)
- Cattle Market (Bus Station section), St. Ives

MID-TERM CAR PARKS –

- Great Northern Street, Huntingdon
- Ingram Street, Huntingdon
- St. Germain Street (Minor), Huntingdon
- Cattle Market (Harrison Way section), St. Ives
- Darwoods Pond, St. Ives
- Globe Place, St. Ives
- Priory Car Park, St. Neots
- Tebbutts Road, St. Neots

CABINET   13TH MARCH 2008

PERFORMANCE MONITORING
(Report by the Head of Policy)

1.   INTRODUCTION

1.1   The purpose of this report is to present performance management
        information on the achievement of objectives in "Growing Success" – the
        Council's Corporate Plan – to Cabinet.

2.   BACKGROUND INFORMATION

2.1   In January 2007 the Council adopted a revised Corporate Plan,
        "Growing Success", which included around 50 short, medium and long
        term objectives to help achieve aims and ambitions for
        Huntingdonshire's communities and the Council itself. In addition, the
        Council has identified a small number, 12, of objectives which were
        considered to be a priority for the immediate future.

3.   PERFORMANCE MANAGEMENT

3.1   Progress against all 50 or so objectives is reported to the Chief Officers
        Management Team on a quarterly basis. A progress report from each
        Head of Service includes performance data in the form of achievement
        against a target for each of the objectives that those services contributes
        towards and is supported by narrative on achievements and other issues
        or risks.

3.2   In addition, the Overview and Scrutiny Panels exercise an important role
        in the Council's "Comprehensive Performance Management Framework"
        by regularly reviewing performance data. In adopting the updated
        version of Growing Success, and in particular in prioritising objectives, it
        was agreed that Members of the Panels should concentrate their
        monitoring on a small number of objectives to enable them to take a
        strategic approach which in turn would build confidence that the Council
        priorities are being achieved. In addition Members can view all
        performance reports on the Council's intranet or on request. This
        broader performance information is of particular help to Members of the
        Panels in undertaking their review and scrutiny functions.

        Executive members at the November Cabinet meeting requested that
        the Overview and Scrutiny Panel's deliberations were summarised and
        appended to this report. However, due to the timing of the Overview and
        Scrutiny Panel's meeting and the distribution of the Cabinet agenda the
        Panels comments will now be circulated separately.

4.   PERFORMANCE MONITORING

4.1   The following performance data is appended for consideration:

        Annex A – a summary of the achievements, issues and risks relating to
        the objectives identified by the Heads of Service. The summary is
        presented in accordance with the division of priorities between the
        Overview and Scrutiny Panels – Service Support and Service Delivery.

Annex B – sets out performance data in tabular form from services across the Council which contribute to the priority objectives. For each measure there is a target, actual performance against the target and a forecast for the next period, together with a field for comments, where appropriate. The actual column is colour coded as follows:

♦ green – achieving target or above;
♦ amber – between target and an 'intervention level' (the level at which performance is considered to be unacceptable and action is required);
♦ red – the intervention level or below; and
♦ grey – data is currently unavailable.

Annex C – Council Improvement Plan – a rolling plan of actions identified following internal or external reviews such as the Comprehensive Performance Assessment, Use of Resources Assessment, Direction of Travel Statement and the Annual Governance Statement.

5. REVIEW OF GROWING SUCESSS

In line with the agreed process it was intended to initiate the annual review of Growing Success (objectives/targets etc) so that an updated version could be presented to members by end of June. However, the preparation of a new Sustainable Community Strategy (SCS) and Local Area Agreement (LAA) for Cambridgeshire presents an opportunity for the Council to examine our organisational objectives and targets so that we can contribute to these broader outcomes for the benefit of Huntingdonshire. The timing of these documents mean the review of Growing Success will take place in late summer and be submitted to the Council in September. It is proposed this will be adopted as the timetable for the review of Growing Success in future years as this provides a better fit with the Councils business planning, budget, MTP and service planning process

6. RECOMMENDATION

It is recommended that Cabinet consider the results of performance for priority objectives.

BACKGROUND INFORMATION

Performance Management reports produced from the Council's CPMF software system

Growing Success: Corporate Plan

Council Improvement Plan: Comprehensive Performance Assessment, User of Resources Action Plan, Annual Governance Statement

Contact Officer: Howard Thackray, Policy & Research Manager
☎   01480 388035

SERVICE DELIVERY (up to 31st December 2007)

Objective		Comments from appropriate Head of Service
To lower carbon emissions	Achievements:	LDF Core Strategy being taken forward with the requirement to deliver sustainable development being a cornerstone of that whole policy initiative. All planning decisions being made with positive regard to sustainable development as a material planning consideration
	Issues:	New Government guidance issued in December 2007 (updated PPS1 – Planning and Climate Change) which has again amended the requirements in terms of 'local' policy developments. Draft local policies to be reconsidered in light of this amended guidance.
	Risks:	Uncertainty regarding the basis of what can be considered as 'local' policy (and the specifics of its content and what evidence base will be needed to support it) needs to be clarified via inputs from Go-East and the Planning Inspectorate
To promote healthy lifestyle choices	Achievements:	Outreach and holiday activity Programmes include High 5's Netball Festivals and Tag Rugby 'World Cup' Festival. Total almost equalling previous year total with one quarter still to go (Year to date 3,843 compared to 3,888 in 2006/07)
	Issues:	Smoking cessation - the target is a yearly target although the law only changed in July. 500 businesses were contacted in October 2007 to offer cessation services. So far this year 3 businesses attended training and 3 have hosted in-house clinics for employees
	Risks:	
To achieve a low level of homelessness	Achievements:	A reduction to 81 households in temporary accommodation (Dec 07) from 99 (Dec 06). This reflects the homelessness preventions and options work carried out. Successful in-year bid to CLG for £20k for crash pads for young people. Secured increased CLG homelessness grant £60k (2008/09). Current year £42k. This reflects the progress toward achieving the target of 50% reduction in the use of temporary accommodation by 2010 and the range of homelessness initiative adopted.
	Issues:	Choice based letting due to be introduced by the end of February 2008. This should assist in managing applicant's expectations of the availability of social housing. Crash pad procurement will probably not happen this year due to the lengthy procurement and vetting process. If the LAA reward grant bid for young person's temporary emergency placements (at the Foyer) were to be successful it would greatly assist in reducing the number of young people being placed in B&B.
	Risks:	Increase in homelessness presentation due to the economic climate. Non achievement of temporary accommodation target could mean withdrawal of future year's homelessness grant.
To enable the provision of affordable housing	Achievements:	Housing Services – secured an additional £3m Housing Corporation funding, allocated to BPHA to deliver affordable housing at Loves Farm, Eynesbury. Planning - Through the successful application of policy and via suitably robust negotiations we have been able to deliver a higher overall % level of affordable housing.
	Issues:	Planning - Changes in national planning policy now allows for a greater degree of commercial viability to be considered in respect of S106 negotiations. Therefore we will need to appropriately reinforce our in-house (or retained) skills base in order for us to remain as successful in terms of delivering the

		required outcomes. Housing Services – the date for the announcement of Housing Corporation Bid round results is not known. This might be during March.
	Risks:	Planning - further amendments to the 'balance' of national policy and specifically in respect of the amount of grant potentially available could put pressure on the preferred mix of affordable housing. Reductions in grant could reduce the ability to deliver social rented housing and increase other forms of provision e.g. shared equity. Delays on developments, outside of HDC control, may result in under or overspend of budget.

Community/Council Aim: A Clean, Green and Attractive place					
Objective: To Lower Carbon Emissions					

Division: Planning

Divisional Objective: To encourage sustainable forms of development

Key activity(s) only to deliver service objective	Key Measure	Target:	Actual	Forecast	Comments:
Include sustainable policies within LDF (to set a sustainable policy framework)	Core Strategy – Adherence to LDF timetable on target	1	1	1	1= on target QRT
To make appropriate planning decisions (to encourage sustainable forms of development)	Developing a policy in accordance with the Local Development Scheme timetable to encourage improved on-site energy efficiency levels (10% reduction in CO_2 emissions) by Sep 2009	1	1	1	On target , however, national policy will supersede this requirement, measure will be deleted QRT
To positively encourage sustainable development via UDF's etc (to give targeted guidance)	Developing a policy in accordance with the Local Development Scheme timetable to encourage 10% improvement in on-site renewable energy generation target by Sep 2009	1	1	1	On target , however, national policy will supersede this requirement, measure will be deleted QRT

Division: Technical Services

Divisional Objective: To Lower Carbon Emissions

Key Activity(s) only to deliver service objective:	Key Measure:	Target:	Actual	Forecast	Comments:
Encourage implementation by service management of measures intended to reduce overall corporate consumption of energy from non-renewable sources	Achieve 1% annual reduction in the Council's consumption of non-renewable energy	1	1	1	1 = on target. The Council switched to renewable energy Tariff in April 2007 which alone enabled the 1% carbon reduction target to be achieved. Detailed energy use monitoring system to be introduced in 2008 in conjunction with the Carbon Trust. Energy Savings identified through this process will result in future reductions QRT
Extend Travel Plans to all of the Council's employment sites and promote implementation of their associated action plans.	Annual targets in approved Travel Plans on target	1	1	1	1 = on target. Annual overall target for reduction in car use being achieved. Specific targets for alternative modes variable success rate. QRT
Promote energy efficiency and use of renewable energy to householders.	For properties built before 1997 reduce energy consumption to 70% of 1996 consumption by April 2011.	1	1	1	1 = on target. Home Energy Conservation Act HECA report for 2006/07 completed November 2007 .4.18% improvement in 2006/07. Cumulative energy saving from 1995 to 2007(27.57%) so in line for achieving 30% target by 2010/11 QRT
Promote implementation of Environment Strategy's action plan	Annual targets in approved Environment Strategy achieved – 2008/09 and beyond.	1	1	1	First Year Action Plan for 2008/09 being completed and will accompany launch of Environment Strategy QRT
Secure initial adoption of Environment Strategy by March 2008 and subsequent annual review/update to ensure that any necessary MTP annual funding commitment is made by the council to deliver on-	Initial Environment Strategy approved in March 2008 for implementation from 2008/09	1	1	1	1 = on target. Final Draft of Environment Strategy being completed, going to full Council on 16th April 2008 QRT

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going carbon dioxide reduction.

Community/Council Aim: Healthy Living

Objective: To Promote healthy lifestyle choices

Division: Administration

Divisional Objective: To Increase participation in healthy physical activities

Key Activity(s) only to deliver service objective:	Key Measure:	Target:	Actual	Forecast	Comments:	
Maintain and improve standard of facilities and match facility provision with usage demand.	Number of visits for physical activity to Leisure Centres by March 2008 (1.5 million)	1,116500 Up to Q3	1,135944	1,555000	Actual is cumulative total for Q3	QRT
Promotion and marketing of available activities	Number (18400) of active card holders by March 2008	17750 For Q3	17786	18400	On target to achieve 18400 by March 2008	QRT

Division: Lifestyles

Divisional Objective: To promote healthy lifestyle choices

Key Activity(s) only to deliver service objective:	Key Measure:	Target:	Actual	Forecast	Comments:	
Diet: Supporting the Hunts for Good Food Programme in establishing a healthy eating culture	Number of Food projects supported and promoted	4	3	3	Changes in PCT structure have had some impact on projects	QRT
Offering training for smoking cessation and helping workplaces become smoke-free	Number of workplaces participating in training for smoking cessation	5	6	10	The annual target for 2007/08 is 10 businesses given the law only changed in July 07. 500 businesses were contacted in October 2007 to offer cessation services. So far this year 3 businesses attended training and 3 have hosted in-house clinics for employees	QRT
Provide a range of accessible leisure opportunities such as: a Holiday Activity Programme for <17 years	Total throughput of school, outreach and holiday activity Programmes	835	1134	600 No large activity planned for the last quarter	Total almost equalling previous year total with one quarter still to go (Year to date 3,843 compared to 3,888 in 2006/07)	QRT
Provide under-represented groups with the opportunity to participate in sport and active recreation	Total throughput of activity programme for disabled participants and under-represented groups	350	858	350	Highlights include indoor disability sports festival and launch of 'Street Football' in Huntingdon and Yaxley. Exceeding target for quarter by 132%	QRT
Support Vulnerable People to be more active, Cardiac Rehabilitation programme and Health Walks	Total throughput of the Cardiac Rehabilitation programme and Health walks in Huntingdonshire	1300	1766	1500	Highlights include Health Walks Christmas Party and hitting 500 attendances for two months running for the first time since the scheme started. Health walks exceeded yearly target with one quarter still to go and Cardiac Rehab on target to exceed annual target with one quarter still to go and Cardiac Rehab on target to exceed annual target	QRT

Divisional Objective: To provide a range of accessible arts activities to provide a means of self-expression and support sound mental health

Key Activity(s) only to deliver service objective:	Key Measure:	Target:	Actual	Forecast	Comments:

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Key Activity	Key Measure	Target	Actual	Forecast	Comments	
Organise family-friendly Art attack-based events	Number of people (family friendly) participating	30	45	30	Events take place over the school half term breaks (3 per year).	QRT
Organise participatory arts activities for children in School half-term breaks (Art Attack)	Number of children attending Art Attack sessions (throughput)	120	110	110		QRT

Community/Council Aim: Housing that meets the local need

Objective: To achieve a low level of homelessness

Division: Housing

Divisional Objective: To achieve a low level of homelessness

Key Activity(s) only to deliver service objective:	Key Measure:	Target:	Actual	Forecast	Comments:	
By helping to prevent people from becoming homeless by housing homeless people where appropriate	Numbers of households prevented from becoming homeless each year to 2009	101	109	135	On target to meet end of year target of 135	QRT

Objective: To enable the provision of affordable housing

Division: Housing

Divisional Objective: To enable the provision of affordable housing

Key Activity(s) only to deliver service objective:	Key Measure:	Target:	Actual	Forecast	Comments:	
By maximising the land available for new affordable housing. By working in partnership with Housing Associations to bid for external funding. By making a financial contribution to pay for affordable homes to be built	Number of new affordable homes built by 2010	24	33	69	Majority of house building completions falls in the last quarter	QRT

Division: Planning

Divisional Objective: Maximise provision of affordable housing on relevant development sites

Key Activity(s) only to deliver service objective:	Key Measure:	Target:	Actual	Forecast	Comments:	
Develop Core Strategy and Development Control Policies DPD (to set framework)/Adopt Planning Obligations SPD (to set specific targets and thresholds)/ Negotiate S106 Agreements (to deliver required amounts of affordable housing)	% of housing completions on qualifying sites that are affordable (in Cambridge Sub Region)	40			Annual measure, data to follow	YRL
	% if housing completions on qualifying sites that are affordable (out of CSR)	29			Annual measure, data to follow	YRL
	% of affordable housing (commitments) on qualifying sites	30	29.9	35	One of the qualifying sites is the allocated site East of the Railway St Neots, which is coming forward in several parcels over a period of time and therefore difficult to monitor in quarters – some parcels have 100% affordable and others 0%. Other sites in this quarter had the affordable element agreed at Outline stage which would have pre-dated PPS3 and would have been based on the then target of 29%	QRT

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Objective		
To promote development opportunities in and around the market towns	Achievements:	Local Economy strategy written and approved by members. An action plan being developed in conjunction with Local Economy forum. Huntingdonshire's first food festival, September 07, (a Partnership project) was successful in promoting local procurement across the district.
	Issues:	The delivery of strategy in part dependent on external funding
	Risks:	All Partners need to engage successful delivery of strategy
To enhance public, community and specialist transport into and around the market towns	Achievements:	Sustainable Transport schemes (including the Market Town Transport strategies) are continuing to come to fruition with public transport initiatives being delivered (including the Guided Bus) and an updated car parking strategy to be adopted/delivered. Community Transport schemes continue to operate with coverage over the majority of the District
	Issues:	CCC ability to adequately resource MTTS may impact upon the planned delivery of schemes. Community Transport schemes continue to be reliant on volunteer resources to deliver overall objectives
	Risks:	Community Transport highly vulnerable to changes in funding streams and grant availability. Schemes tend to operate financially via a number of different sources. The loss of any one source and the inability to secure alternative funding leaves operational services at high risk of termination
To improve access to Council services	Achievements:	The customer service centre brings together the full range of council services which had previously been located across a number of floors within the council's offices at Pathfinder House. Since the new centre opened at the end of July the customer services team has seen nearly 40,000 people and in a recent survey 99% of customers thought the service was good/excellent.
	Issues:	Resourcelink scheduled to be fully operational by April 2008
	Risks:	HR & Payroll Services had a skeleton service from June 2007 until all new staff were in post (17/09/2007) which resulted in some delays to non-essential service provision. Additional capacity being sought via MTP bid.
To make our performance management more effective and transparent	Achievements:	All services entering data into Performance Management system.
	Issues:	Timeliness of data entry necessary to feed into reporting cycle.
	Risks:	Failure to use performance management data could delay development of comprehensive performance management system and affect quality of decision making.
To reduce the number of car journeys to work by employees	Achievements:	Continued involvement in Camshare, promotion of Cycle Scheme and introduction of pool car fleet have all assisted in reducing car usage through increasing alternatives. Eastfield House site specific plan in place
	Issues:	Providing officer time to promote travel plan issues and monitoring targets set within corporate and site specific plans
	Risks:	Considerable officer time required to roll out site specific travel plans and to monitor and update those currently in place within the corporate plan
To build the new operations centre and	Achievements:	A supplementary agreement was concluded with Alfred Mc Alpine in December 2007 which modified the initial Development Agreement to allow for the retention of Castle Hill House and the

headquarters		omission of Building A. One wing of Pathfinder House has been vacated and demolished with minimal interruption to service delivery. An initial planning application for the residential use of the site of Building A was made. Following a rejection the scheme has been revised to address the issues raised by the Development Control Panel.
	Issues:	Experience from the successful occupation of Eastfield House is informing the planning for the relocation of staff from Pathfinder House to Building D in December 2008. The programme implications of a slightly extended period of archaeological activity and the cost implications of dealing with additional asbestos and discharging planning conditions for the headquarters site are being negotiated with Alfred Mc Alpine.
	Risks:	The property strategy assumes that a residential consent is obtained for Building A to enable the site to be marketed
To be an employer people want to work for	Achievements:	The number of applications received locally imply that we are well thought of as an employer.
	Issues:	From staff survey June 07 - 71% Stated that "I am satisfied with Council as my employer"
	Risks:	If HDC were not well thought of this would impact on number of application received and an increasing staff turnover
To re-balance saving and spending to ensure resources are available to achieve the Council's priorities	Achievements:	
	Issues:	The Budget/MTP being considered by Council on the 20 February identifies the spending adjustments required to meet the Councils Financial Strategy over the next 10 years. The report identifies how the target will be met in 2008/09 and describes actions underway to deal with ensuing years.
	Risks:	

SERVICE SUPPORT (up to 31st December 2007)

Community/Council Aim: A strong, diverse economy

Objective: To promote development opportunities in and around the market towns

Division: Policy and Strategic Services

Divisional Objective: To promote development opportunities in and around the market towns

Key Activity(s) only to deliver service objective:	Key Measure:	Target:	Actual	Forecast	Comments:
Review the Local Economy strategy & identify priorities	% of LES actions/milestones on track	90	100	100	QRT

Divisional Objective: To support town centres to be economically viable and vibrant

Key Activity(s) only to deliver service objective:	Key Measure:	Target:	Actual	Forecast	Comments:
Support the sustainable development of Town Centre Partnerships	% of town centre projects on track as specified in their annual action plans	90	90	90	QRT

Community/Council Aim: Access to Services and Transport

Objective: To enhance public, community and specialist transport into and around the market towns

Division: Planning

Divisional objective: To encourage more sustainable forms of transport

Key Activity(s) only to deliver service objective:	Key Measure:	Target:	Actual	Forecast	Comments:
Develop car parking strategy	To complete car parking strategy and develop Action plan for post – April 2008 delivery	1	1	1	YRL
Development of market town transport strategies (to set the policy framework)/Develop targeted proposals and initiatives (to encourage specific provision)	Membership of Nene and Ouse community transport	850	857	850	QRT
	More than 18.5% modal share for daily bus, cycle and pedestrian trips across all 4 market towns (Ave. Figure)	18.5			Annual measure, data to follow 17.25% was achieved by March 2006 A 12 hour traffic flow survey was undertaken in each of the 4 towns	YRL

Objective: To improve access to council services

Division: IMD

Divisional Objective: To review how customers can access Council Services and, if necessary, to deliver change projects as part of the customer First Programme.

Key Activity(s) only to deliver service objective:	Key Measure:	Target:	Actual	Forecast	Comments:
Deliver elements of the temporary Customer Service Centre project as defined in the PID	Progress towards review of the customer service strategy and implementation of authorised projects on target	1	1	1	QRT 1=on target – CS strategy to Cabinet in February 2008
Provide Access to Council Services Via the Call Centre and to deliver Phase 2 – Roll-out Services to call Centre (from late Autumn 2007)	Percentage of calls answered with 20 Seconds	80	69	80	QRT Result is affected by October, when the welcome announcement was changed to allow for a flood of bus pass enquiries. The measure for that month was 46.4%, but was formally suspended. Result for Nov was 83%, & Dec 87%.

	Target	Actual	Forecast	Comments	Freq
Percentage of residents rate access to council services as good/excellent in the Council-wide annual survey	70			Annual measure, data to follow (March 08). In Feb 2006 58% rated access as good/excellent	YRL
To implement and additional Kiosk in St Neots	1	1		Implemented	QRT

Division: Revenue and Benefits

Divisional Objective: To provide a prompt and effective service to customers

Key Activity(s) only to deliver service objective:	Key Measure:	Target:	Actual	Forecast	Comments:	Freq
Dealing with callers at the CSC	Average waiting time (in minutes)	<5.00	4	4.9 mins	Average waiting time per customer per day over the qrt	QRT
	Maximum waiting time (in minutes)	<60.00	31	<60	Maximum waiting time any one person had to wait per day over the qrt	QRT
	Number of visitors per quarter	13500	17622	13500	High volume due to over 3000 customers enquires regards concessionary travel scheme	QRT

Division: Personnel

Divisional Objective: To enable e-recruitment

Key Activity(s) only to deliver service objective:	Key Measure:	Target:	Actual	Forecast	Comments:	Freq
Advertise posts via Cambs Jobs Portal	Number of hits (opening and looking at post details) per post, per quarter	80	106	80	Measure recently amended in light of available information	QRT
Resourcelink – Recruitment Module	Project plan – implementation on track	1	1	1	All modules to be loaded to Resourcelink and operational by 31st March 2008	QRT

Community/Council Aim: To improve our systems and practices

Objective: To build the new operations centre and headquarters

Division: Technical Services

Divisional Objective: Deliver Headquarters and other accommodation project ensuring buildings are completed to specification, on time and to budget

Key Activity(s) only to deliver service objective:	Key Measure:	Target:	Actual	Forecast	Comments:	Freq
Ensure delivery proceeds in accordance with approves programme	Unauthorised delay relative to items on critical path of approved development programme	0	0	0		QRT
Ensure developer complies with the council's requirements	Non-financial/timing disputes referred for expert adjudication	0	0	0		QRT
Ensure that variations are ordered only after additional funding has been approved	Value of unfunded ordered variations	0	0	0		QRT

Objective: To make our performance management more effective and transparent

Division: Policy and Strategic Services

Divisional objective: To make our performance management effective and more transparent

Key Activity(s) only to deliver service objective:	Key Measure:	Target:	Actual	Forecast	Comments:	Freq
Link all divisional reports to Council and Community objectives	Reports available for COMT on monthly basis	1	1	1	1=on target reports produced monthly	QRT
Set up, maintain divisional reports/Ensure all appropriate data is entered into the system in time to produce management reports.	Reports available for Members on a quarterly basis	1	1	1	1=on target reports produced monthly	QRT

| Generate scheduled reports via Corvu | | | | | | |

Generate scheduled reports via Corvu						

Objective: To reduce the number of car journeys to work by employees

Division: Technical Services

Divisional objective: To reduce the number of car journeys to work by employees

Key Activity(s) only to deliver service objective:	Key Measure:	Target:	Actual	Forecast	Comments:	
Introduce site specific travel plans at each of the Councils main sites	**Reduce** the % of employees who drive to work by sole use of car	68	64	64 (06/07 annual survey)	Data from the Annual Travel to Work survey results published December 2007.	QRT

Community/Council Aim: To learn and develop

Objective: To be and Employer People Wish to Work For

Division: Personnel

Divisional Objective: To create a culture via policies and procedures that attracts and retains staff

Key Activity(s) only to deliver service objective:	Key Measure:	Target:	Actual	Forecast	Comments:	
Policies and procedures that keep up to date with modern working patterns	Biennial staff survey - % level of satisfaction	80	71		From staff survey June 07 - 71% Stated that "I am satisfied with Council as my employer. Next survey due in 2009	YRL
Recruitment package	% of posts filled within one round of recruitment	90	91	90	91% is an estimate (system in Resourcelink for auto collection not available) only two posts had to be re-advertised	QRT

(Note: the Council's Improvement Plan is updated and monitored frequently to reflect the development areas adopted through external inspection and compliance with statuary guidance.)

	In progress	Completed

Subject	Area of Focus	Reference	Proposed Action	Outcome	Lead Members and Officer	Progress Dec 2007
Learning & Knowledge	Learning across the Council and making the most of learning opportunities to use research, consultation and knowledge to plan services.	CPA	Adopt systematic approaches to learning and sharing knowledge via the Council's intranet.	Council uses learning and knowledge and research effectively across the organisation to improve the delivery of services and achievement of priorities.	Member: Mike Simpson Officer: Dir Commerce & Technology support Head of IMD	Share Point project on track.
Capacity and Resources	Sustainability of spending plans, employee capacity, staff turnover.	CPA	Delivery of People Strategy	The Council has the right number of employees with the right skills to meet its priorities and objectives.	Member: Andrew Hansard Officer: Dir Central Services Support: Head of Personnel	People Strategy - 35 actions completed and 15 in progress.
Partnership Working	Relationship between partnerships and Council priorities, risks and opportunities of partnerships, the links between the three tiers and the extent of innovative working to improve services. Review the financial performance (where applicable) and outputs of its significant partnerships.	CPA Use of Resources 2006/07	Monitoring and evaluation of partnership success via the implementation of the Partnership Framework and reviews of significant partnerships. Development of new Sustainable Community Strategy. Review via Huntingdonshire Strategic Partnership.	Strong and effective partnerships which enhance capacity to delivery priorities. Risks relating to partnerships will be identified and evaluated accordingly. The Council is satisfied with financial performance and outputs of significant partnership.	Member: Ian Bates Member: Andrew Hansard Officer: Dir of Central Services Support: Policy and Strategic Services	Evaluation of strategic partnerships completed a Health check approved, procedures established and a review period agreed. A database of all HDC partnerships is being developed.

Subject	Area of Focus	Reference	Proposed Action	Outcome	Lead Members and Officer	Progress Dec 2007
	Risks relating to partnerships are identified and managed.		Contribute to the development and achievement of Local Area Agreements.			Pilot completed Autumn 07. New LAA will be agreed Spring/Summer 08
Risk Management	Members role in risk management.	Use of Resources 2006/07	An assessment of risk management training requirements for Members will be completed and training delivered accordingly.	Members adequately trained in risk management.	Member: Terry Rogers Officer: Dir Commerce & Technology Support: Financial Services	Assessment completed by 30 Sept as required. Training to be completed by January 2008.
	How well does the Council plan and manage their Finances.	Use of Resources 2006/07	Periodic consultation to ensure that the Council can demonstrate that it is considering the views of a range of stakeholders, in making its decision whether to continue not too publish an annual report.	The Council plans and manages their finances effectively.	Member: Terry Rogers Officer: Dir Commerce & Technology Support: Financial Services	Not actioned at this time.
Financial Accounts	Working paper requirements should be agreed with the auditor prior to the commencement of the final accounts audit.	Use of Resources 2006/07	Already actioned for 2006/07 final accounts.	The Council plans and manages their finances effectively.	Accountancy Manager	Completed for 2006/07. Will be discussed in March 08 for 2007/08 audit.
	Publication of financial information.	Use of Resources 2006/07	No response to previous invitations to the public to identify any additional financial information they require but invitation will be repeated periodically.	Published financial information which meets the needs of stakeholders.	Member: Terry Rogers Officer Dir Commerce & Technology Support: Financial Services	Opportunity offered in the Autumn District Wide to comment on the 2006/7 accounts. 3 responses.
Financial Reporting	Managing Performance Against budget.	Use of Resources	The Council will continue to review and update its budget monitoring	Effective budget monitoring process.	Member: Terry Rogers	The budget is monitored by

Subject	Area of Focus	Reference	Proposed Action	Outcome	Lead Members and Officer	Progress Dec 2007
		2006/07	processes, ensuring that it is: ◆ predictive rather than backward looking; ◆ focused on large, high risk or volatile budgets; ◆ related to operational activity indicators that are lead indicators of spend; and ◆ informed by a risk assessment.		Officer: Dir Commerce & Technology Support: Financial Services	predicting the outturn. Members are advised of the likelihood of contingency budgets not being spent and savings achieved.
	Planned saving and efficiency	Use of Resources 2006/07	Planned savings are deducted from relevant budgets so that monitoring is incorporated into budgetary control. Efficiency savings have already been identified to cover the 2007/08 target. The system is likely to be fundamentally changed by the Government for 2008/09 onwards.	The Council meets it's efficiency targets and planned savings	Member: Terry Rogers Officer Dir Commerce & Technology Support: Financial Services	Action taken in budget monitoring in 2007/08 but on-going.
	Assurance with systems of internal control.	Use of Resources 2006/07	The Council will develop and implement an assurance framework in conjunction with a revised Code of Corporate Governance.	Adequate framework of assurance in place.	Member: Chris Stevens Officer: Dir of Central Services Support: Policy and Strategic Services	A report on an Assurance Framework to Corporate Governance Panel on 26th March 08.
Systems of Internal Control	Compliance with constitution.	Use of Resources 2006/07	The Council will introduce a system of monitoring compliance with standing orders, standing financial instructions and its scheme of delegation. Monitoring of the scheme of delegation will be considered within relevant internal audits.	Assurance of compliance with constitution.	Member: Andrew Hansard Officer: Dir Central Services Support: Head of Administration Head of Legal Head of Policy & Strategic Services Head of Finance	Internal audit review to start in Jan/Feb 08.
	Probity and Propriety.	Use of Resources 2006/07	The Council will provide clear evidence of how its Fraud and Corruption Plan has impacted upon	Successful counter fraud and corruption work.	Member: Terry Rogers Dir Commerce	See comments in brackets.

Subject	Area of Focus	Reference	Proposed Action	Outcome	Lead Members and Officer	Progress Dec 2007
			any proactive counter fraud and corruption work, including the results of internal audit. (F&CP risk assessment scores have been used in determining the 2007-08 audit plan. All high risk areas have already been reviewed.)		& Technology Support: Financial Services	
Internal Control	Probity and Propriety.	Use of Resources 2006/07	A review process will be maintained for appropriate areas and any 'lessons that can be learnt' or any weaknesses in controls will be addressed where frauds have been identified. (A formal process is not required for non-benefit related cases due to the low numbers involved. Benefit fraud procedures already include a "lessons learnt" stage.)	Learning used to improve systems.	Member: Terry Rogers Officer: Dir of Commerce and Technology Support: Revenues and Benefits	See comments in brackets.
	Probity and Propriety.	Use of Resources 2006/07	The Council has improved the monitoring arrangements for the capital programme.	Effective monitoring of the capital programme.	Member: Terry Rogers Officer: Dir of Commerce and Technology Support: Financial Services	Action taken to improve budget monitoring in 2007/08 but on-going improvements sought.
	Improvement in value for money through procurement.	Use of Resources 2006/07	The Council will demonstrate a best-practice approach to procurement, that it has identified where the greatest benefits can be gained and that there is evidence that it acts on these effectively. Existing joint procurement exercises will be built upon and developed where appropriate to yield further cost savings and improvements to value for money. (Business case developed for e-Marketplace and Purchase to Pay integration and has been agreed in principle with Director C&T. Initiation held pending assessment the impact of Shared Services opportunity (Financial Management Systems)	Improve value for money resulting from the approach to procurement.	Member: Terry Rogers Officer: Dir of Commerce and Technology Support: Financial Services	See comments in brackets.

Subject	Area of Focus	Reference	Proposed Action	Outcome	Lead Members and Officer	Progress Dec 2007
			currently being developed. continued progress in the use of collaborative contracts.)			
Procurement	Internal Audit Managers opinion on the internal control environment.	Governance Assurance framework	Actions identified in the internal audit action plan are implemented as per the agreed audit timetable.	Improve the overall assurance opinion on the system of Internal control.		Audit actions will be monitored via Performance Management Framework and reported Qrt to COMT.
Governance	Equalities.	Governance Assurance framework	Implement and monitor Corporate Equality Action Plan.	Facilitate progress in relation to the Local Government Standard for Equalities.		Level 2 of the standard achieved. Progress to level 3 (by 2010) being made.
	Consultation.	Governance Assurance framework	Adopt and implement consultation and engagement strategy.	Developing consultation and engagement with local communities.		Strategy to go to Cabinet in Feb 08.
	Complaints System.	Governance Assurance framework	Review existing mechanisms for responding to harassment e.g. Open Out, corporate complaints procedure, grievance procedure and Dignity at Work Policy.	A corporate complaints system that will enable transparent non-discriminatory reporting.		Review of Complaints system and Grievance procedure during 08/09 and Dignity at work in 09/10
	Sustainable Community Strategy.	Governance Assurance framework	Working to develop a Sustainable Community Strategy (SCS).	Delivery of the outcomes identified in the SCS via the Huntingdonshire Strategic Partnership.		Development of the new SCS on target. Not due to be completed until Summer 08

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OVERVIEW & SCRUTINY PANEL   11TH MARCH 2008
(SERVICE SUPPORT)

CABINET   13TH MARCH 2008

SHARED SERVICES

(Report by Director of Commerce & Technology)

1. Introduction

1.1 The purpose of this report is to inform Cabinet of progress with shared services initiatives and to seek a delegated authorisation to enter into an arrangement for sharing financial software and payroll services.

2. Background

2.1 Shared services are seen by many as offering an opportunity to generate economies of scale which can release savings that can be shared between each of the participating organisations. With this in mind there has been significant Government encouragement for local authorities to explore and enter into shared service arrangements with a view to making efficiency savings.

2.2 During the course of 2007, Huntingdonshire District Council has led a group of local district councils to investigate the possibility of establishing a shared services organisation. The group comprises:

Huntingdonshire District Council
East Cambridgeshire District Council
South Cambridgeshire District Council
Fenland District Council

2.3 A project board has been established comprising of the Chief Financial Officers of each of the four authorities, chaired by Huntingdonshire's Director of Commerce and Technology and supported by HDC project management staff. In order to support the work of the group, Huntingdonshire District Council obtained funding of £50,000 from the Regional Centre of Excellence for project work.

3. Financial Services

3.1 The group agreed that the first services to consider sharing were finance and payroll services as these were considered back office services where there was likely to be little political or service differences between the districts.

3.2 Progress has now been made with proving the concept and technical feasibility of the propositions and work is underway to establish a detailed timetable for implementing the shared services. It is currently thought that implementation will be phased with two districts coming together to share software and then being joined by a third and fourth.

3.3　The group has considered issues arising in respect of procurement, contracting, legal governance and powers for operating these shared services. In doing this the group has concluded that there are no obstacles that would prevent the establishment of this administrative venture.

3.4　An initial business case identified the opportunity for some costs savings and also some improvements to the resilience of services, in particular payroll services. However further work needs to be undertaken to complete the detailed implementation plan which will establish the extent of future cost savings.

3.5　Each of the partner authorities will confirm their participation in the shared service arrangements once the detailed implementation plan has been drawn up. In the meantime the group has agreed to explore further expressions of interest received from Forest Heath District Council (in relation to accounting support) and Cambridgeshire Fire and Rescue (in relation to payroll support).

4.　Further Opportunities

4.1　It is hoped that the successful sharing of financial services will lay the foundations for sharing other services. With this in mind particular emphasis is being placed on ensuring that the governance arrangements reflect the partnership nature of the venture.

4.2　Partially as a result of the shared financial service projects further opportunities have been identified to be worthy of investigation with a view to sharing. These include building control, conservation of historic buildings and fleet management. However each of these are at very early stages of consideration.

5.　Conclusion

5.1　Good progress has been made in establishing the case for sharing financial systems and payroll. It is likely that plans to share financial systems between East Cambridgeshire and Fenland District Councils and subsequently Huntingdonshire District Council and to share payroll in a phased approach across all four Districts will shortly be agreed. Extending sharing financial systems to South Cambridgeshire is largely dependent upon the costs of integrating systems and the financial case for this has not yet been established.

5.2　The project board has established strong working relations that have enabled it to agree to consider further extension of the shared working.

5.3　Savings are likely to arise as a result of sharing software. Additional benefits may relate to increased resilience of systems and of staffing (in particular in relation to payroll staff). No staff reductions or redundancies are anticipated and employees have been kept informed of this project as it has progressed.

6.   Recommendations

6.1   Cabinet is

         Recommended

         (a)   to note the content of this report; and

         (b)   delegate authority to the Director of Commerce & Technology,
               after consultation with the Executive Councillors for Finance and
               Resources & Policy, to finalise arrangements for sharing financial
               accounting software services and payroll services.

Background Papers:

Contact:

Terry Parker – Director of Commerce & Technology ☎ (01480) 388100

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CABINET   **13th March 2008**

SUPPORTING COUNCILLORS:
A MANIFESTO FOR COUNCILS

(Report by Head of Administration)

1.   INTRODUCTION

1.1   The role of the Councillor is changing.   The process started by the Government's programme to re-invigorate local democracy with the Local Government Act 2000 is continuing with the implementation, in the Local Government and Public Involvement in Health Act 2007, of the proposals contained in the Local Government White Paper 'Strong and Prosperous Communities'.

1.2   A number of commissions and inquiries have reported on the subject in the past twelve months, the most recent of which is an invitation by the Local Government Information Unit to adopt a manifesto for Councils that they have published.

2.   PROMOTING DEMOCRACY

2.1   For many and varied reasons, surveys in recent decades have shown little recognition and understanding of the role of Councils and Councillors on the part of the public. In part, this reflects changes in the community and in the structure and functions of Councils. It is also part of a wider concern about the relationship between the citizen and the state and how we are governed.

2.2   The White Paper 'Strong and Prosperous Communities' recognised that strong local councillors, representing their communities, are at the heart of local democracy. A Councillors Commission, established by the Department for Communities and Local Government, to look at the incentives and barriers to serving on Councils reported in December 2007 with 61 recommendations for Government, local authorities, the media and employers based upon the following principles –

- local authorities are key to promoting local democratic engagement;

- a feeling that an individual is able to influence the democratic process and the course of events is key for better engagement;

- Councillors are most effective as local elected representatives when they have similar life experiences to those of their constituents;

- key to local effective representation is the relationship and the connections between Councillors and their Constituents;

- it should be less daunting to become a Councillor, Councillors should be better supported once elected, and it should be less daunting to stop being a Councillor.

2.3   The recommendations of the Commission can be found in full by following the link -http://www.communities.gov.uk/documents/localgovernment/pdf/583990.

3.   A MANIFESTO FOR COUNCILS

3.1   Working with its associate bodies, the Local Government Information Unit recently has launched 'Supporting Councillors: A Manifesto for Councils' which was presented to the All Party Parliamentary Group on Local Government last month. The manifesto is attached as an Annex to this report. It sets out 12 action points that it is asking all Councils and Councillors to implement without the need for legislative change.

3.2   The LGIU has requested authorities to sign up to the manifesto to send a clear signal to Government that Councils are serious about the need to support Councillors in order to maintain effective local government. The responses will be used to influence Government thinking on their reaction to the Councillors Commission report in the Spring. A suggested model resolution has been drafted by LGIU which it has asked Councils to adopt.

4.   IMPACT

4.1   Several of the action points contained in the manifesto have already been implemented by the Council, including

- Promoting greater awareness of the role of Councillors through use of the web, encouraging and supporting individual web pages;

- Supporting Councillors in their representation on a range of voluntary and other organisations, developing the role of scrutiny and encouraging public participation in the process;

- Providing information to potential candidates for election about the implications of becoming a Councillor;

- Providing induction training for newly elected Councillors and an extensive training programme thereafter;

- Defining the role of Councillors in the Constitution, together with other protocols and codes that help Councillors in their community role;

- Supplying hardware and access to Council software systems, together with the necessary training, that enables Councils to make best use of technology.

4.2   There are resource implications for the Council to implement other action points, some of which are dependent on legislative change, but adoption of the manifesto does not imply that actions will be implemented within a defined timescale and these can be dealt with as existing resources permit.

5.   CONCLUSION

5.1   The additional emphasis on promoting and enhancing the role of the Councillor is welcome. While the Council could always do more to support its Councillors more effectively, Government recognition of the importance of the Councillor's role is critical and its response to the Councillors Commission report will be illustrative of potential future changes. Government expects much from local councillors in their new role and if a greater cross section of the public is to be encouraged to stand for election, more support is needed with resources being made available through the revenue support grant, employers need to be more sympathetic to the time commitments of

employees who become Councillors and there should be better recognition nationally of the successes and achievements of Councillors generally.

6.   RECOMMENDATIONS

6.1   It is therefore

recommended

(a)   that the Council recognises that Councillors have a valuable representative role which helps to ensure that local people have an active role in the development and delivery of council services;

(b)   that the Council notes the recommendations of the Councillors Commission report and awaits with interest the Government's formal response; and

(c)   that the Council welcomes the LGIU's document 'Supporting Councillors: A Manifesto for Councils'; considers it important to support actions that would help make a real difference to existing and future Councillors; calls on Government to help people be active and effective Councillors; and agrees to support and act on the 12 action points set out in the manifesto attached so that local democracy is strengthened.

Background Papers:

- DCLG Local Government White Paper 'Strong and Prosperous Communities'
- Report of the Councillors Commission 'Representing the Future'
- LGIU's 'Supporting Councillors: A Manifesto for Councils'

Contact:

Roy Reeves, Head of Administration: Tel 01480 388003

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recommendations

Promoting democracy

1. Local authorities should be charged with a statutory duty to facilitate local democratic engagement by:

   a) proactively disseminating clear and accessible information on how local governance works: what councils and councillors do; what the responsibilities of other agencies are; how local agencies relate to one another (or not); even how to register to vote and how exactly to vote;

   b) facilitating more active civic participation in a range of areas (such as tenant and residents' associations, school governorship etc). This may well require a more specific capacity building/community development approach;

   c) raising interest in and providing information on how to stand as a councillor;

   d) proactively promoting the role of councillor and the activities of elected members.

   Principal authorities should also provide information and facilitate democratic engagement in respect of the parish and town council tier.

   To support this recommendation central government departments must work far more effectively together than hitherto, to ensure a consistent and positive approach to local government.

2. The LGA/IDeA should develop and provide a framework of advice and best practice guidance for this new function.

3. In order to ensure that as many people as possible can participate in local representative democracy, the role of a councillor must be compatible with full-time employment and an executive councillor with full or part-time employment. The leader of a council should be able to work in addition to council duties; it is recognised that some leaders of larger authorities may wish to work full-time on council duties, but they should not be required to do so.

4. Local authorities must recognise that elected councillors provide crucial two-way links between local councils and their communities. They carry into the council the views of the public and explain the decisions of the council to the public. As such, they must be given the tools to work effectively at the interface of local representative and participatory democratic processes.

Councillors' role

5. Local authorities, in conjunction with guidance from the LGA, should develop and introduce clear role descriptions of what is expected of councillors. Similar role definitions should be developed in conjunction with NALC for the parish and town council tier.

Direct contact

6. Local authorities need to recognise the importance of direct contact between councillors and the public and assist councillors to be more visible and accessible in their locality by:

    a) providing and supporting opportunities for democratic engagement where councillors can meet with their constituents face to face;

    b) placing councillors at the heart of well-supported area and neighbourhood-based structures;

    c) utilising councillor-led scrutiny processes to enable councillors to interact with their communities;

    d) making much more active use of digital and social networking technologies.

The public eye

7. As part of their corporate communications strategy, local authorities and councillors should promote the role of councillors using a range of communication tools, for example by:

    a) Using the media and communications resources of the council to work to build positive relations with the local media;

    b) Making use of council newsletters and other media publications;

    c) Harnessing technological solutions – such as email, web 2.0, blogs and texting – to make councillors' activities more visible.

Public service broadcasting

8. Public service broadcasters should ensure that they fulfil their remit to facilitate civic understanding, particularly in relation to local government and democracy.

9. Ofcom should, as part of their periodic reviews of whether public service broadcasters are fulfilling their remit to facilitate civic understanding, comment in particular on coverage of local government and democracy.

Campaigns

10. All local authorities should take seriously their key role in publicising and communicating the decisions made by the council and the work of councillors and organise and resource themselves accordingly. This should include signing up to the LGA/IDeA Reputation campaign.

11. There should be further work at the national level to actively promote to under represented groups, the opportunity to stand and serve as councillors.

12. The Code of Recommended Practice on Local Authority Publicity should be examined, with a view to its amendment or withdrawal, in order to free up councils to publicise the role and work of their members more effectively without fear of breaking rules.

Young people and citizenship

13. The Department for Children, Schools and Families, in conjunction with Communities and Local Government and the LGA, should work with the Qualifications and Curriculum Authority to ensure that the role of councils and councillors and the value of local democracy (including the parish and town council tier) is mainstreamed within the citizenship curriculum, and strongly reflected in national guidelines and best practice.

Youth engagement

14. Local authorities should be required to develop and implement strategies to engage meaningfully with young people, (ensuring that any such initiatives involve elected councillors), by:

   a) involving them meaningfully in consultation processes, for example by consulting with schools wherever policy impacts upon the lives of their pupils;

   b) utilising methods such as youth mayoral elections, political speed dating, and work experience/internships with councillors;

   c) encouraging pupils to interact with their councillors by discussing with them areas of particular concern or interest.

Voting age

15. The Ministry of Justice should reduce the voting age to 16 years.

16. The Ministry of Justice should review the candidacy age, four years after the introduction of voting at 16 years, to assess whether the candidacy age should be lowered to 16 years.

Reserve candidates

17. At the time of local elections, political parties should be able to publish a list of reserve councillors, who can replace a councillor of their party who stands down during their term, avoiding the need for a by-election. A by-election will be required if: an independent stands down; if a petition demanding a by-election is signed by an equivalent number of residents of the relevant ward as equates to 25 per cent of the turnout at the last election or 10 per cent of the electorate, in that ward, whichever is the lower; or if the incumbent party chooses to hold one.

Electoral arrangements

18. A uniform cycle of all-out four-yearly local elections should be introduced across the whole of England. All authorities in a given region should be elected on the same day, but not all regions should hold elections at the same time. Local elections should not take place on the same day as national or European elections. Parish and town council elections should take place on the same day as other local elections in their region and principal authorities should always cover the cost of administering parish and town council elections in full without passing them down to the lower tier.

Multi-member wards

19. In view of the potential positive impact that multi-member wards can have in terms of encouraging the election of under represented groups and encouraging teamwork and the sharing of responsibilities between councillors, multi-member wards should be adopted throughout the local government electoral system.

Voting incentives

20. In the interests of seeking new ways to engage the electorate, local authorities should be enabled to develop and use schemes which incentivise voting, for example by offering voters a chance to enter into a lottery.

Single transferable vote

21. In the spirit of local experimentation and because there is a view that STV can increase the diversity of councillors, local authorities should be enabled to pilot STV if they wish. Any pilots should only be introduced following a majority vote and a preceding period of consultation, and should be in place for a minimum of two terms.

Term limits

22. The Government should introduce legislation to bring into force, after a transitional period of four years, a statutory requirement to limit councillors to serve five consecutive terms; and to limit leaders and directly elected mayors to serve three consecutive terms.

Political restrictions

23. Political restrictions based on salary level should be abolished. Restrictions (see recommendation 24) should be retained for very senior posts and certain politically sensitive roles, with Councils' Standards Committees having the ability to implement restrictions to other posts where considered necessary in particular circumstances.

    a) Very senior posts are: Chief Executive, Statutory Chief Officers, Non-statutory Chief Officers, Monitoring Officers, and Deputy Chief Officers;

    b) Politically sensitive roles are: those directly giving regular advice to the Council or any of its committees or other meetings of elected members; and/or speaking on behalf of the Council on a regular basis to journalists or other media;

    c) The rest of the workforce are: unrestricted but with the option for restrictions to be applied to a post if deemed appropriate by the Council's Standards Committee after proper advice and consideration.

24. Restricted activities should be limited to:

    a) standing for election as an MP, MEP, AM or a councillor on a principal authority; or

    b) holding office in a political party, including acting as an election agent or sub-agent.

Equalities

25. The Government, working with the EHRC should amend relevant guidance to make it clear that local authorities' new duty to facilitate democratic engagement (see recommendation 1) is covered by the equalities duties.

26. The Government, working with the EHRC, should amend the relevant legislation to include specific requirements for councillor equalities targets as an element of Race, Gender and Disability Equalities Schemes.

27. The EHRC should be asked to assess local authorities' compliance with their councillor diversity targets (see recommendation 26) as set out in their Equalities Schemes, and to work within those authorities who are least reflective of their communities, the bottom 10 per cent, to assess whether they should make more efforts to change the situation, and if necessary to support initiatives to help them to do so. The EHRC should make an assessment at the time of whether lack of representativeness may also be due to inaction by local political parties or indeed the wider community.

28. The EHRC, IDeA and DIALOG should seek to revise the Local Government Equality Standard framework to give local authorities a clearer responsibility to promote equality of opportunity in terms of opportunities for participation as elected representatives.

29. In recognition of the important role of local authorities in promoting equality of opportunity for participation as elected representatives, councillor diversity should be formally commented on as part of performance assessments, though it should not directly affect CPA/CAA scores.

30. Disabled people should not encounter additional barriers to serving as a councillor, therefore:

    a) all candidates considering themselves as having a disability should be offered an assessment by a trained officer to assess their needs in advance of arrival in post and to consider any reasonable adjustments that can be made;

    b) guidance should be provided to local authorities clarifying which of councillor's duties are covered by the requirement for reasonable adjustments;

    c) councillors should be treated as council employees, including under the Access to Work scheme, as the lack of cover for 'unofficial' duties could provide a disincentive for disabled councillors.

Political parties

31. National party leaderships should:

    a) recognise more visibly the value of councillors and work with them proactively, so they can be seen to be an integrated part of the system of governance;

    b) encourage local parties to recruit as candidates suitably able people who share their values and have demonstrated leadership qualities but who may not have a lengthy record of party activity.

32. We support the recommendation made by the Commission on Integration and Cohesion, that the EHRC and the Electoral Commission should work together to seek a voluntary agreement on the part of political parties to behave as if they

are bound by the positive duty in the Race Relations Amendment Act. We also recommend that the agreement covers disability and gender equality duties.

33. The recommended move to member wards provides opportunities to address gender and other imbalances in representation, and we would encourage political parties to select a range of candidates including those who are women, and/or from ethnic minority backgrounds and other under represented groups.

34. The provision of any public funding for political parties at the local level should be dependent upon political parties signing up to a voluntary agreement as at recommendation 32, and should specifically be dependent upon demonstrating progress in terms of equalities targets as set out in their Race, Gender and Disability Equalities Schemes.

35. A dedicated fund should be established to provide public money to political parties, specifically for projects aimed at improving the recruitment, training and selection of candidates.

36. Political parties should, in conjunction with local authorities and in association with organisations leading this work, such as Operation Black Vote and the Fawcett Society, develop training and outreach programmes, to assist those who need the opportunity to develop the presentational and political skills to stand as candidates.

37. The LGA and IDeA should assist local political parties in determining best practice in candidate selection, by developing advisory materials and training programmes to support them.

38. As recommended by the Lyons Inquiry into Local Government, party groups should extend exceptions to enforcing the party whip on the grounds of conscience to allow councillors greater leeway to represent ward issues.

Support

39. Councils should adopt modern business and meeting processes which seek to remove potential barriers to participation. This should include:

   a) ensuring meeting times are accessible to both members and the public, with a preference for early evening meetings to enable working councillors to attend;

   b) ensuring meetings are chaired efficiently and have agreed maximum lengths;

   c) making use of modern technology to enable involvement in meetings without the need to attend in person;

   d) ensuring paperwork for meetings is concise and focused and provided in a timely fashion;

   e) making meetings as welcoming and inclusive as possible.

40. The Government should introduce legislation in order to enable involvement in meetings including, but never limited to, voting, without the need to attend in person.

41. The IDeA/LGA/LGLC should develop a Charter regarding minimum standards of member support which local authorities should agree to provide. This should at least include:

    a) administrative support for case work, communications and diary management;

    b) research support for ward work;

    c) IT equipment for use at home, (PC or laptop, broadband access etc) and IT support;

    d) arrangements and publicity for surgeries;

    e) arrangements for child and dependent care cover (at minimum fully covering costs, and preferably organised home care);

    f) social networking training and support.

42. Councils should support councillors to develop their skills by offering:

    a) a flexible and time-sensitive induction programme, which utilises a range of learning methods;

    b) an option for 'refresher' and 'ongoing' training for all councillors;

    c) personal development plans regarding development needs and opportunities;

    d) opportunities to be partnered with mentors within and/or outside one's own council;

    e) self and peer review schemes leading to tailored support packages for councillors;

    f) training in approaches to community development.

    Minimum standards of development support should form part of the support Charter proposed in recommendation 41.

43. The IDeA's Charter of Member Development should be further developed to recognise good service to representatives, and it should be agreed that councils should only be awarded the Investors in People status if they can demonstrate a high level of service to councillors, not just to council employees.

44. As part of the support Charter proposed in recommendation 41, there should be an expectation on councillors that they take up appropriate training and development opportunities offered to them by their local authority.

45. Political awareness and an appreciation of the councillor role should be regarded as a core training need for local authority officers. In recognition that few opportunities are available for officers to observe councillors carrying out council duties, specific awareness raising opportunities should be developed including councillor involvement in officers' induction events/programmes and opportunities to shadow members in their ward work.

46. The Department for Communities and Local Government, in liaison with local government groups, should issue clear guidelines regarding which member support activities should be considered political and which non-political, and therefore which activities can be funded by local authorities. It should be made clear to councils that surgery support and case work support is always legitimate.

Employers

47. Employers should ensure that they have in place an HR policy in respect of time-off work for public duties, including for work as a local councillor. These should be agreed with trades unions or employee representatives, as appropriate.

48. Local authorities should use established and new avenues to actively liaise with local employers. They should:
    a) engage with local employers to raise awareness of the role and its transferable skill-set; and explain employers' duties in respect of time-off;
    b) recognise the contribution made by local employers of councillors for example by sending letters welcoming and thanking them for their support;
    c) equip councillors for and assist them in negotiating with employers;
    d) provide information packs to both councillors and employers;
    e) involve employers in shadowing/induction events etc.

49. The IDeA/LGA should:
    a) develop a generic employers information pack, to be adapted for local use;
    b) develop generic information for councillors for negotiating with employers, to be adapted for local use;
    c) reintroduce a Good Employers' Award;
    d) work with employer organisations to publicise the role employers have in supporting councillors.

50. A financial compensation scheme, to be administered by local authorities should be developed which allows small businesses to claim a flat rate for absences resulting from employees' councillor duties. Appropriate rates should be included in the National Framework on Allowances (see recommendation 57), and should take account of regional variations in pay.

Accrediting and recognising service

51. The IDeA/LGA should work with local authorities to promote a model of accreditation of councillor skills based on best practice. This should enable the validation of the everyday skills developed by councillors, such as negotiation and communication skills, and also allow councillors to undertake more formal course-based qualifications.

52. The IDeA/LGA should work with local authorities to develop schemes for recognising and celebrating individuals' service and skills as a councillor and providing an opportunity to remain civically active.

53. Opportunities should be explored for national and trade media to recognise councillors through public service awards or similar.

Parachute payments

54. A national framework for members' allowances (see recommendation 57) should include a scheme of 'parachute payments' for elected mayors, leaders and executive portfolio-holders who lose office through the action of the electorate. The payments should be at least equivalent to statutory redundancy pay and linked to time served in office.

Exit interviews

55. In order to understand and address the needs of and opportunities provided by individuals who stop being councillors, all local authorities should undertake exit interviews, with a view to:

    a) providing the council with systematic evidence of why councillors decide not to stand for re-election and whether anything can be done to address this; and

    b) providing individuals with opportunities for them to continue to be civically engaged.

56. In order to develop a clear understanding of the profile of councillors:

    a) the census of local authority councillors should be continued;

    b) the LGA/IDeA should reinstate their national exit survey;

    c) a census of parish and town councillors should be introduced;

    d) the survey of candidates standing for election should be continued.

Allowances

57. A national framework of guiding principles for members' allowances schemes should be developed. It should specify a national minimum basic allowance for each type and size of authority. Councils should have regard to the national framework in framing their own schemes but should be able to opt to appoint their own local or regional independent remuneration panel. The framework should also make recommendations in respect of parish and town councillors.

58. All councillors should be entitled to access to the local government pension scheme, and any allowances for serving on joint authorities should also be taken into account.

59. The Department for Work and Pensions should review the earnings disregard for benefits in respect of members' allowances, and in particular move to disregard renounced members' allowances for benefits purposes.

60. The National Framework for members' allowances (see recommendation 57) should not preclude small allowances being made available to councillors to communicate with their electorate, including where content is explicit about their political allegiance and activities.

Effectiveness

61. In order to maintain confidence in local councillors, Local Authority Standards Committees should be empowered to suspend and claw back part of the basic allowance on the limited occasions where councillors are measurably failing to fulfil their role description.

All of these recommendations are intended to encourage debate for the benefit of the future of local govenment. However, there was considerable discussion around some of the more contentious recommendations; and not all of the recommendations were unanimously agreed by the Commisison.

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LGiU
LOCAL GOVERNMENT
INFORMATION UNIT

SUPPORTING COUNCILLORS:
A MANIFESTO FOR COUNCILS

INDEPENDENT INTELLIGENT INFLUENTIAL

SUPPORTING COUNCILLORS: A MANIFESTO FOR COUNCILS

In promoting this manifesto the LGiU is asking all councils and councillors to implement our 12 action points

1 **Promote** greater awareness and understanding of what a councillor does so that more people know why they are needed and why they are important.

2 **Provide** information to all those who work closely with the council to know more about how councillors can get things done, and the limits of their powers.

3 **Provide** clear information that explains how to become a councillor and the responsibilities involved.

4 **Provide** training after elections so that members are able to become excellent councillors with a good understanding of the role and responsibilities.

5 **Call upon** government to revise the Code of Recommended Practice on Local Authority Publicity* so that councils can more actively encourage and better support councillors to communicate with the public.

6 **Call upon** government to ensure councillors and local government have all the powers and constitutional reforms they need to be able to get things done.

7 **Develop** mechanisms that devolve resources so that local councillors can effectively influence spending in their locality in line with their community leadership role.

8 **Support** the development and implementation of a charter containing minimum standards of support to help local councillors carry out their councillor responsibilities effectively.

** For more information on the Code see the LGiU publication, *The Right Side of the Law**

9 **Develop** with councillors a clear role definition which sets out the main functions and duties and typical demands of being a councillor. The role definition should also help to explain the councillor's role to the public.

10 **Support** the development of a voluntary national framework of allowances set by an independent panel. The panel should take into account differences in types and sizes of authorities and duties of councillors to benchmark allowances. Councils should consider the framework when setting their own allowances schemes.

11 **Review** arrangements for working with councillors so that councils adopt modern ways of working, including making best use of technology.

12 **Work with** businesses to help working councillors to manage their work/council time better; work with local employers to support employees who become councillors as part of their corporate social responsibility programmes and to help them gain public recognition for it; and publicise the many skills that being a councillor brings to the workplace, to the local authority, to the employee and the benefits that this can bring to employers.

BY SUPPORTING AND ACTING ON THIS MANIFESTO YOU WILL HAVE:

❑ **Ensured government listens and acts on the problems facing local councillors**

❑ **Helped explain what a councillor does and why they are important**

❑ **Helped councillors to represent their local constituents**

❑ **Strengthened democracy and encouraged an excellent range of local candidates**

SUPPORTING COUNCILLORS:
A MANIFESTO FOR COUNCILS

The LGiU has been campaigning with local government for almost 25 years. During that time the role of the councillor, as the locally elected representative of their community, has changed enormously. The job is now more time-consuming and complex than ever before. Despite that, for those that do it, it is hugely rewarding.

Helping people to get the services they need and want, making a real difference for the people they live and work amongst is satisfaction enough for some. However many younger and newer councillors are finding it more difficult to carry out the time-consuming voluntary work they do for the council and their political work because they just can't do it effectively alongside their work, home and family life.

The LGiU is urging government to make changes and has contributed to the work of the Councillors Commission report, *Representing the Future,* and the All Party Parliamentary Local Government Group's report, *The Role of Councillors,* on many of these issues.

Councils, as well as government and political parties, can help people to be active and effective councillors, which in turn supports local people to have an active role in the development and delivery of services in their community. Effective councillors are key to effective community engagement.

Signing up to this manifesto means supporting actions that would help make a real difference to existing and future councillors so that more people could seriously consider taking on the role. We believe it is the only way to ensure that local people have a really excellent choice in who represents them and how well communities are able to be represented.

For further information, please visit our website www.lgiu.gov.uk or contact Tracy Gardiner on 020 7554 2836 or email tracy.gardiner@lgiu.org.uk

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