

A meeting of the **OVERVIEW AND SCRUTINY PANEL (SOCIAL WELL-BEING)** will be held in the **CIVIC SUITE 0.1A, PATHFINDER HOUSE, ST MARY'S STREET, HUNTINGDON, PE29 3TN** on **TUESDAY, 1 MARCH 2011** at **7:00 PM** and you are requested to attend for the transaction of the following business:-

**Contact
(01480)**

APOLOGIES

1. MINUTES (Pages 1 - 4)

To approve as a correct record the Minutes of the meeting of the Panel held on 1st February 2011.

**Miss H Ali
388006**

2 Minutes.

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 overleaf.

2 Minutes.

3. LOCAL GOVERNMENT ACT 2000: FORWARD PLAN (Pages 5 - 8)

A copy of the current Forward Plan, which was published on 14th February 2011 is attached. Members are invited to note the Plan and to comment as appropriate on any items contained therein.

**Mrs H Taylor
388008**

10 Minutes.

4. THE VOLUNTARY SECTOR (Pages 9 - 44)

To receive a report by the Head of Democratic and Central Services inviting the Panel to consider how they will take forward their investigations into the Voluntary Sector in Huntingdonshire.

**A Roberts
388015**

20 Minutes.

5. NEW COUNCIL PLAN

To consider a report (**TO FOLLOW**) from the Head of People, Performance and Partnerships proposing a new Council Plan.

**H Thackray /
D Buckridge
388035 /
388065**

20 Minutes.

6. **PERFORMANCE MANAGEMENT** (Pages 45 - 54)

To consider a report by the Head of People, Performance and Partnerships containing details of the Council's performance against its priority objectives.

**D Buckridge
388065**

20 Minutes.

7. **CAMBRIDGESHIRE ADULTS WELL-BEING AND HEALTH SCRUTINY COMMITTEE**

To receive an update from Councillor R J West on the outcome of recent meetings of the Cambridgeshire Adults Well-Being and Health Scrutiny Committee.

5 Minutes.

8. **WORK PLAN STUDIES** (Pages 55 - 62)

To consider, with the aid of a report by the Head of Democratic and Central Services, the current programme of Overview and Scrutiny studies.

**Miss H Ali
388006**

15 Minutes.

9. **OVERVIEW AND SCRUTINY PANEL (SOCIAL WELL-BEING) - PROGRESS** (Pages 63 - 76)

To consider a report by the Head of Democratic and Central Services on the Panel's programme of studies.

**Miss H Ali
388006**

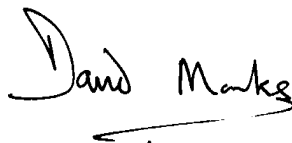
15 Minutes.

10. **SCRUTINY**

To scrutinise decisions as set out in the Decision Digest **(TO FOLLOW)** and to raise any other matters for scrutiny that fall within the remit of the Panel.

5 Minutes.

Dated this 18 day of February 2011



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 Miss H Ali, Democratic Services Officer, Tel No: (01480) 388006 / email: Habbiba.Ali@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 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 – www.huntingdonshire.gov.uk (under Councils and Democracy).

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.

Emergency Procedure

In the event of the fire alarm being sounded and on the instruction of the Meeting Administrator, all attendees are requested to vacate the building via the closest emergency exit.

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Agenda Item 1

HUNTINGDONSHIRE DISTRICT COUNCIL

MINUTES of the meeting of the OVERVIEW AND SCRUTINY PANEL (SOCIAL WELL-BEING) held in the Civic Suite 0.1A, Pathfinder House, St Mary's Street, Huntingdon, PE29 3TN on Tuesday, 1 February 2011.

PRESENT: Councillor S J Criswell – Chairman.

Councillors S Cawley, B S Chapman, Mrs K E Cooper, J J Dutton, P D Reeve and R J West.

Co-opted Member – R Coxhead.

APOLOGIES: Apologies for absence from the meeting were submitted on behalf of Councillors P L E Bucknell, Mrs P A Jordan, P G Mitchell and Mrs M Nicholas.

88. MINUTES

The Minutes of the meeting of the Panel held on 4th January 2011 were approved as a correct record and signed by the Chairman.

89. MEMBERS' INTERESTS

Councillor J J Dutton declared a personal interest in Minute No. 91 by virtue of his membership of Hunts Forum of Voluntary Organisations.

Councillor B S Chapman declared a personal interest in Minute No. 91 by virtue of his association with the Citizens Advice Bureau.

Councillor S J Criswell declared a personal interest in Minute No. 95 by virtue of being a Cabinet Member for Cambridgeshire County Council.

90. LOCAL GOVERNMENT ACT 2000: FORWARD PLAN

The Panel considered and noted the current Forward Plan of Key Decisions (a copy of which is appended in the Minute Book) which had been prepared by the Leader of the Council for the period 1st February to 31st May 2011.

91. VOLUNTARY SECTOR

(At this point during the meeting (7.10pm) Councillor S Cawley took his seat at the meeting.)

(Mrs J Farrow, Chief Executive of Hunts Forum of Voluntary Organisations was in attendance for this item)

With the aid of a report (a copy of which is appended in the Minute Book) and a presentation by the Chief Executive of the Hunts Forum of Voluntary Organisations, the Panel were acquainted with the work

of the Forum and the role of the voluntary sector in Huntingdonshire. As part of the presentation, attention was drawn to the impact on third sector organisations of the Council's proposals in the future to reduce the funding it currently awarded to community organisations.

Having acknowledged the extent of the work undertaken by volunteers and its value to local communities, Members discussed alternative ways in which support could be provided to the voluntary sector and in so doing, they referred to the possibility that the Forum might seek support for its work from Town and Parish Councils. It was however accepted by Members that, to date, these authorities had been reluctant to engage with functions that did not operate within their areas. They were of the view that work should be undertaken to resolve this matter. It was suggested that an approach might be adopted that sought to coordinate functions in smaller villages around larger ones. The concepts of Localism and the Big Society would be employed during this work.

Should the Council's proposals be approved, the changes would not take effect until 2013/14. With this point in mind, the Panel decided to investigate the full impact of the proposals and alternative ways of supporting the voluntary sector. The possibility of charging for services and the structure of voluntary organisations would form part of the study. The scope of the study would be discussed at the March meeting.

92. OPEN SPACE STRATEGY FOR HUNTINGDONSHIRE 2011-16

(Councillor C R Hyams, Executive Councillor for Operational and Countryside Services, was in attendance for consideration of this item).

With the aid of a report by the Head of Operations (a copy of which is appended in the Minute Book) the Panel gave consideration to the content of a draft Open Space Strategy for Huntingdonshire. Members were advised that the Strategy aimed to provide an overarching vision of what the District's parks, open spaces and other public spaces would look like over the next 10-15 years and would primarily be used to aid the planning process, in particular, as a tool to lever Section 106 funding into the District.

The Chairman commented that the adoption of the Strategy could encourage the perception that the Council would take responsibility for or assist with the maintenance or development of all the sites identified within the document. Additionally, the Panel has recommended that the Strategy should incorporate a detailed analysis of the implications of Localism for the achievement of its aims. In response, Members were informed that work on the Strategy commenced in 2009, at a time when the Council was operating under different political and budgetary conditions. The Panel received assurances that the ongoing process to update the Strategy would include an appreciation of recent developments, including Localism.

The Panel discussed the terminology used to classify the different types of open spaces that exist together with the classes of open space that had been included within the Strategy. Members endorsed the decision to adopt an approach that was consistent with Planning

Policy Guidance No 17. Having suggested that the Strategy should differentiate between sites that the public would visit free of charge and those that required payment for their use, the Panel noted that the Strategy would be regularly be updated and revised editions published. Having been encouraged to provide Officers with information on the open spaces identified within the Strategy, the Panel

RESOLVED

that, subject to the comments outlined above, the Cabinet be recommended to endorse the content of the Open Space Strategy for Huntingdonshire.

93. MONITORING OF SECTION 106 AGREEMENTS (PLANNING OBLIGATIONS)

The Panel gave consideration to a report by the Head of People, Performance and Partnerships (a copy of which is appended in the Minute Book) which provided an update on the receipt and expenditure by the Council of money negotiated under Section 106 Agreements. In the course of their deliberations, Members were informed that Councillors S J Criswell and P G Mitchell had attended a recent meeting of the Section 106 Agreement Advisory Group to discuss the Panel's previous recommendations on the way monitoring was carried out. It was agreed at the Advisory Group meeting that a database would be set up to assist with the monitoring process. It would take approximately six months to introduce the system, which would be available through the Council's Intranet. In the interim, Members were encouraged to raise any queries relating to specific schemes directly with the Service Development Manager. Whereupon, it was

RESOLVED

that the contents of the report be noted.

94. ONE LEISURE WORKING GROUP

Pursuant to Minute No. 10/81, the Panel were advised that the Overview and Scrutiny Panel (Economic Well-Being) had established a joint Working Group to review the information presented to both Panels on One Leisure in greater depth. The Panel therefore

RESOLVED

that Councillors B S Chapman and J J Dutton and Mr R Coxhead be appointed to the One Leisure Working Group.

95. CAMBRIDGESHIRE ADULTS WELL-BEING AND HEALTH SCRUTINY COMMITTEE

The Panel received and noted the Minutes of the meeting of the Adults, Well-Being and Health Scrutiny Committee held on 30th November 2010 (a copy of which is appended in the Minute Book). Councillor R J West reported that a further meeting of the Committee had been held earlier that day when consideration had been given to

the Adult Support Services Action Plan and Integrated Plan for 2011, NHS Cambridgeshire's Plans for 2011/12, consultations on Improving Older People's Mental Health Services in Huntingdonshire and Fenland, Cambridgeshire Community Services' proposals to become a Foundation Trust and membership of the Neonatal Intensive Care Joint Scrutiny Committee.

(At this point during the meeting (8.30pm) Councillor Mrs K E Cooper left the meeting.)

96. WORK PLAN STUDIES

The Panel received and noted a report by the Head of Democratic and Central Services (a copy of which is appended in the Minute Book) containing details of studies currently being undertaken by the Overview and Scrutiny Panels.

97. OVERVIEW AND SCRUTINY PANEL (SOCIAL WELL-BEING) - PROGRESS

The Panel received and noted a report by the Head of Democratic and Central Services (a copy of which is appended in the Minute Book) which contained details of actions taken in response to recent discussions and decisions. The Chairman reported that he would be attending a forthcoming meeting organised by the County Council for crime and disorder Scrutiny Chairmen to discuss opportunities for joint scrutiny working.

The Scrutiny and Review Manager reported that the Consultation Processes Working had met and agreed that its next task would be to consider case studies of previous consultations and policies and practices adopted by other local authorities.

98. SCRUTINY

The 111th Edition of the Digest of Decisions was received and noted.

Chairman

FORWARD PLAN OF KEY DECISIONS

Prepared by Councillor I C Bates
Date of Publication: 14 February 2011
For Period: 1 March 2011 to 30 June 2011

Membership of the Cabinet is as follows:-

Councillor I C Bates	- Leader of the Council	4 Church End Hilton Huntingdon PE28 9NJ Tel: 01480 830250 E-mail: Ian.Bates@huntsdc.gov.uk
Councillor L M Simpson	- Deputy Leader of the Council with Special Responsibility for HQ/Accommodation	45 Devoke Close Stukeley Meadows Huntingdon Cambs PE29 6XE Tel: 01480 388946 E-mail: Mike.Simpson@huntsdc.gov.uk
Councillor K J Churchill	- Executive Councillor for Resources and Policy	51 Gordon Road Little Paxton St Neots PE19 6NJ Tel: 01480 352040 E-mail: Ken.Churchill@huntsdc.gov.uk
Councillor D B Dew	- Executive Councillor for Planning Strategy and Transport	4 Weir Road Hemingford Grey Huntingdon PE28 9EH Tel: 01480 469814 E-mail: Douglas.Dew@huntsdc.gov.uk
Councillor J A Gray	- Executive Councillor for Environment and Information Technology	Shufflewick Cottage Station Row Tilbrook PE28 OJY Tel: 01480 861941 E-mail: JG@novae.com

Councillor C R Hyams	- Executive Councillor for Operational and Countryside Services	22 Bluegate Godmanchester Huntingdon Cambs PE29 2EZ Tel: 01480 388968 E-mail: Colin.Hyams@huntsdc.gov.uk
Councillor A Hansard	- Executive Councillor for Housing and Public Health	78 Potton Road Eynesbury St Neots PE19 2NN Tel: 01480 388942 E-mail: Andrew.Hansard@huntsdc.gov.uk
Councillor Mrs D C Reynolds	- Executive Councillor for Leisure, Law, Property and Governance	17 Virginia Way St Ives PE27 6SQ Tel: 01480 388935 E-mail: Deborah.Reynolds@huntsdc.gov.uk
Councillor T V Rogers	- Executive Councillor for Finance and Customer Services	Honeysuckle Cottage 34 Meadow Lane Earith Huntingdon PE28 3QE Tel: 01487 840477 E-mail: Terence.Rogers@huntsdc.gov.uk

Any person who wishes to make representations to the decision maker about a decision which is to be made may do so by contacting Mrs Helen Taylor, Senior Democratic Services Officer on 01480 388008 or E-mail: Helen.Taylor@huntsdc.gov.uk not less than 14 days prior to the date when the decision is to be made.

The documents available may be obtained by contacting the relevant officer shown in this plan who will be responsible for preparing the final report to be submitted to the decision maker on the matter in relation to which the decision is to be made. Similarly any enquiries as to the subject or matter to be tabled for decision or on the availability of supporting information or documentation should be directed to the relevant officer.

Roy Reeves
Head of Administration

Notes:- (i) Additions/significant changes from the previous Forward are annotated ***

(ii) For information about how representations about the above decisions may be made please see the Council's Petitions Procedure at <http://www.huntsdc.gov.uk/NR/rdonlyres/3F6CFE28-C5F0-4BA0-9BF2-76EBAE06C89D/0/Petitionsleaflet.pdf> or telephone 01480 388006

Subject/Matter for Decision	Decision/ recommendation to be made by	Date decision to be taken	Documents Available	How relevant Officer can be contacted	Consultation	Relevant Executive Councillor	Relevant Overview & Scrutiny Panel
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Subject/Matter for Decision	Decision/recommendation to be made by	Date decision to be taken	Documents Available	How relevant Officer can be contacted	Consultation	Relevant Executive Councillor	Relevant Overview & Scrutiny Panel
New Council Plan***	Cabinet	17 Mar 2011	None.	Mrs C Garbett, Head of People, Performance & Partnerships Tel No. 01480 388459 or email Corine.Garbett@huntsdc.gov.uk	Overview and Scrutiny (All)	K J Churchill	All Scrutiny Panels
Payment of Recycling Credits	Cabinet	17 Mar 2011	None.	Sonia Hansen, Development and Community Manager Tel No. 01480 388630 or e-mail Sonia.Hansen@huntsdc.gov.uk		C Hyams	Environmental Well-Being
Contributions Community Infrastructure Levy Supplementary Planning Document	Cabinet	17 Mar 2011	Local Investment Framework	Paul Bland, Planning Service Manager (Policy) Tel No. 01480 388430 or e-mail Paul.Bland@huntsdc.gov.uk	Endorse as Council policy	D Dew	Environmental Well-Being
One Leisure, St. Ives - Proposal for Development	Cabinet	21 Apr 2011	None.	Simon Bell, General Manager, One Leisure Tel No. 01480 388049 or email Simon.Bell@huntsdc.gov.uk			
Planning Proposals Development Plan Document***	Cabinet	23 Jun 2011	Updated SHLAA, Employment Land Review, Updated Retail Study	Paul Bland, Planning Service Manager (Policy) Tel No. 01480 388430 or email Paul.Bland@huntsdc.gov.uk	Approve findings for consultations as preferred options.	D B Dew	Environmental Well-Being
St. Ives West Urban Design Framework***	Cabinet	23 Jun 2011	Agreed Urban Design Framework	Paul Bland, Planning Service Manager (Policy) Tel No. 01480 388430 or email Paul.Bland@huntsdc.gov.uk	Adopt as Council policy	D B Dew	Environmental Well-Being

Subject/Matter for Decision	Decision/recommendation to be made by	Date decision to be taken	Documents Available	How relevant Officer can be contacted	Consultation	Relevant Executive Councillor	Relevant Overview & Scrutiny Panel
Great Fen Supplementary Planning Document***	Cabinet	23 Jun 2011	Great Fen SPD	Paul Bland, Planning Service Manager (Policy) Tel No. 01480 388340 or email Paul.Bland@huntsdc.gov.uk	Endorse as Council policy (further details required)	D B Dew	Environmental Well-Being
Home Improvement Agency Review - Future Delivery Model Consultation	Cabinet	23 Jun 2011	None	Steve Plant, Head of Housing Services Tel No. 01480 388240 or e-mail Steve.Plant@huntsdc.gov.uk		A Hansard	Social Well-Being

THE VOLUNTARY SECTOR (Report by the Head of Democratic and Central Services)

1. INTRODUCTION

1.1 This item on the Panel's Agenda provides Members with an opportunity to consider how they will take forward their investigations into the voluntary sector in Huntingdonshire.

2. HUNTINGDONSHIRE COMMUNITY SAFETY PARTNERSHIP COMMENTS

2.1 At the last meeting, the Panel received a presentation by Julie Farrow, the Chief Executive of Hunts Forum of Voluntary Organisations on the Forum's work with the voluntary sector. She drew attention to the impact on third sector organisations of the Council's future financial plan.

2.2 The Panel has acknowledged the extent of the work undertaken by volunteers and its value to local communities and, as a result, has decided to investigate the likely impact of the Council's financial plans and alternative ways of supporting the voluntary sector. The latter will include, but not be limited to, looking at the concepts of Localism and the Big Society. The Commissioning Agreement between the Council and Hunts Forum of Voluntary Organisations is attached at Appendix A. It indicates the scope of the work the Forum undertakes on behalf of the Council.

2.3 To assist with this work, in accordance with the Council's standard scrutiny study methodology, a limited search has been carried out of available material on this subject. Greg Clark MP, the Minister for Decentralisation in the Government Department for Communities and Local Government (DCLG), recently has written to all Council Leaders about supporting the voluntary sector and small firms. In his letter, he expresses the view that voluntary groups can play a vital role in delivering high quality and innovative front line services to the public. Although he states that small businesses, being close to the people they serve, can bring an unparalleled understanding of local needs, it might be argued that voluntary groups are better placed to do this. He goes on to say voluntary groups can draw on the enthusiasm of volunteers and the goodwill of local communities and can, in many circumstances, offer good value for taxpayers' money when commissioned to provide services. The Minister recognises that some councils are working with voluntary groups to redesign services. DCLG will be trying to identify and promote best practice in this respect.

2.4 The Panel has discussed the possibility that Hunts Forum might seek support for its work from Towns and Parishes. In addition, the Overview and Scrutiny Panel (Economic Well-Being) during its deliberations on the Budget and MTP has drawn attention to the need for the voluntary sector to review its own ways of operating. Having set the general context for this work, the Cabinet Office's Office for Civil Society has published guidance entitled *Better Together - Preparing for local spending cuts to the voluntary, community and social enterprise sector*, which identifies some parameters for the service redesign process. This document is attached at Appendix B.

- 2.5 The Centre for Public Scrutiny has produced a further document that the Panel might find useful. It is called *Measuring what matters - A guide for overview and scrutiny committees about using 'social return on investment' to measure social value* and it is attached at Appendix C. Specifically, it will provide a way to incorporate a Social Return on Investment approach into the review about the impact of the Council's future funding decisions.

3. CONCLUSION

- 3.1 Representatives of the voluntary sector have addressed the full Council and the Overview and Scrutiny Panels for Social and Economic Well-Being on the sector's role, value and the impact of the Council's future spending plans. The Social Well-Being Panel has decided that it will look at these issues and alternatives ways in which the voluntary sector might be supported. A similar process is occurring all over the Country. It is a subject that has received the attention of the Government and other national organisations. Two publications produced as a result are attached to this report. Members are invited to consider how to proceed with its study on the voluntary sector in Huntingdonshire.

BACKGROUND INFORMATION

Minutes and Reports of the meeting of the Overview and Scrutiny Panel (Social Well-Being) on 1st February 2011.

Cabinet Office / Office for Civil Society - *Better Together - Preparing for local spending cuts to the voluntary, community and social enterprise sector*

The Centre for Public Scrutiny - *Measuring what matters - A guide for overview and scrutiny committees about using 'social return on investment' to measure social value*

Commissioning Agreement between Huntingdonshire District Council and Hunts Forum of Voluntary Organisations

Contact Officer: A Roberts, Scrutiny and Review Manager

☎ (01480) 388015

✉ Anthony.Roberts@huntsdc.gov.uk

Draft 1	
Hunts forum for Voluntary Organisations	
Commissioning Agreement	
Key Target	<ul style="list-style-type: none"> To enable Huntingdonshire residents to take an active part in their community To work to ensure that communities are inclusive
Service Description	<p>A professional support, development and promotion service for the voluntary and community sector (VCS), to enable it to become more sustainable, enterprising and effective. This will include:-</p> <ul style="list-style-type: none"> Practical assistance and support, including a fundraising service, training and general support on governance, management and employment; Leadership of the sector, including taking the lead on initiatives to encourage and facilitate groups to network, merge or cluster, and common share services and facilities; Representation of the sector at strategic level, facilitating third sector involvement in shaping the delivery of public services; Facilitating consultation and communication, including providing an effective liaison function between the local authority and the VCS, through newsletters and consultative mechanisms, and enabling the views of the VCS to be articulated on local, regional and national policies and issues; Build the capacity of the VCS to enable them to meet collectively the need of their communities in terms of both community leadership and service provision.
Performance Indicators	<ul style="list-style-type: none"> At least £100,000 pounds per annum levered into Huntingdonshire through funding bids; A minimum of 25 organisations per annum supported to present bids to external funding agencies; 4 organisations supported to acquire accreditation relevant to their service area. (These include IIP, PQASSO, Quality Mark etc.) 4 organisations per annum supported to develop enterprise strategies; Database of voluntary/community organisations in Huntingdonshire (not just affiliated members) provided and updated twice a year; Web site newsletter produced containing funding information, updated monthly. Represent the Huntingdonshire voluntary and Community sector on strategic partnerships at both district, county and regional level e.g. HSP Board, HSP Executive, LAA working groups, Compact working group.
Funding	5 years

<u>Organisational Criteria (mandatory)</u>	
Management	You must hold 6 regular committee meetings, including an annual general meeting, and you must produce a costed business plan for each financial year which must be approved by your organisation membership at the annual general meeting.
Financial Systems	You must comply with all financial and accounting requirements of Charity and/or Company law. You must follow good practice in relation to internal financial controls. Organisations with an annual turnover of £10,000 and above must have published accounts.
Equal Opportunities	You must have a written equal opportunities policy and code of practice and these must comply with current relevant legislation.
Employment Practices	For organisations where staff will be recruited to deliver services, you must hold advertised and open competitive interviews, and fill the post only through the results of these interviews. You must issue all staff with a statement of principal terms and conditions of employment and a job description.
Insurance	Your organisation must have and maintain adequate insurance cover for your activities, events, staff, premises, equipment and vehicles including: <ul style="list-style-type: none"> ◆ Public liability; ◆ Employers liability cover if staff are employed; ◆ Property and equipment insurance against fire, theft, loss or damage; ◆ Vehicle/driver insurance if vehicles are owned and/or driven; ◆ Personal indemnity if advice is given to members of the public.
Criminal Records Bureau	You must ensure and have evidence that all staff working with children and vulnerable adults have been vetted through the Criminal Records Bureau.
Protection of vulnerable adults	Organisations working with vulnerable adults must have a protection of vulnerable adults policy and procedure. Employees or volunteers working with vulnerable adults must be trained in the protection of vulnerable adults.
Child Protection	Organisations working with children must have a child protection policy and procedure. Employees or volunteers working with children must be trained in child protection.



CabinetOffice

Better Together

Preparing for local spending cuts to the voluntary,
community and social enterprise sector

Office for Civil Society



navca

local focus national voice



CabinetOffice

Office for Civil Society

CONTENTS

Foreword.....	03
Introduction	04
Case studies.....	06

FOREWORD

It is necessary for the stability of every part of the society that we get public spending under control. The decisions that will have to be made by both central and local government in the upcoming months will be extremely difficult. But it is often at the local level where cuts to public spending can most affect the capacity of the voluntary and community and social enterprise sector (VCS).

The VCS cannot be immune from these cuts in public spending. The sector has to play its part in responding to the huge challenges we face.

But cutting funding to the VCS must not be seen as the easy option. Too often the VCS are disproportionately affected when reductions in public spending are made. This risks damaging the services the sector provide for some of the most vulnerable in our communities. And often these are preventative services which in the long-term can save local public bodies significant sums of money.

Some local authorities have already started planning to manage cuts to the voluntary and community service, working in partnership with them.

A strong VCS is crucial to the creation of the Big Society. The ability of the sector to mobilise and support people and their communities put them at the forefront of the Big Society. And as more power is transferred to communities there will be an even greater opportunity for the sector to be involved in the design and delivery of public services and stimulating social action.

But in order for this vision to be realised, it is imperative that the sector, and the social capital it generates, is not weakened during this difficult period.

It is not the role of central government to prescribe how local decisions should be made. But it can provide the right framework of support to help this happen.

This government is committed to the principles of decentralisation, giving local people the power to take real control of their community. Our reforms will ensure local communities and citizens, supported by a strong VCS, and are best placed to make this happen.



Nick Hurd MP
Minister for Civil Society

INTRODUCTION

This document highlights examples of local public bodies and the VCS successfully working together to manage the impact of public spending cuts. At this point in time the way in which local areas prepare and plan for forthcoming spending reductions is key.

In many areas reductions in public spending have not yet been fully implemented. But the pressures on local finances will increase. This document illustrates local areas where good preparation has been made, putting themselves in a strong position for the difficult decisions ahead.

The case studies have been provided by local councils and local infrastructure organisations. They are examples of actions which have supported a collaborative and strategic approach to current and future reductions in local government spending.

The approaches taken in the case studies do vary. But what they all illustrate are practical ways in which local government and the VCS can work together to ensure the most efficient and effective decisions are made in relation to spending cuts, while at the same time strengthening the relationships which are so important to a strong and successful VCS.

By using these case studies in conjunction with forums such as the LGA community of practice (www.communities.idea.gov.uk) we hope that they will generate discussion and debate, facilitating the sharing of practical information on how relationships and processes can be improved across the country.

Principles of good practice

In gathering the evidence for this document it became apparent that there were a number of key principles that characterised the best practice across the country. The principles identified are :

- **Communication:** timely and honest communication by both local authorities and the VCS.
- **Collaboration:** working in partnership to explore the impact of potential cuts and ways in which the VCS can contribute to ongoing and future priorities.
- **Transparency:** ensuring information on spending cuts and service redesign are made available to the VCS in an appropriate and timely manner.
- **Strong leadership:** strong and clear leadership from both public sector and VCS leaders is essential. The role of elected members and local infrastructure organisations is particularly important.

- **Robust evidence:** decisions on spending reductions and service redesign should be based on a robust evidence base.

Underpinning the actions in all the case studies was adherence to Compact principles. Following the Compact, together with the principles identified above, serves as a coherent guide for approaching spending cuts in your area.

[We should say to every single council in the country] *'When it comes to looking at and trimming your budgets, don't do the easy thing, which is to cut money to the voluntary bodies and organisations working in our communities. Look at your core costs. Look at how you can do more for less. Look at the value for money you get from working with the voluntary sector'*

David Cameron September 2010

Case study 1- Communication

Overview

This case study relates to a local authority in the North-East of England. The success of this area in managing the reductions in public spending has been based on strong mechanisms for two way communication between the local authority and the voluntary and community and social enterprise (VCS) sector. This has been complemented by a close relationship between the deputy chief executive of the local authority and the chief executive of the local infrastructure organisation.

What has happened?

In recent years prior to setting their budget the council has called a meeting of all the VCS organisations they fund to discuss the issues raised by their budgetary intentions. In 2009, the deputy chief executive of the local authority and the chief officer of the local infrastructure organisation agreed they needed to work more closely to respond to the current and future implications of the reductions in public spending.

Communication

A key element of this work was about improving communications between the local authority and the local VCS.

The council and VCS agreed that because of the need for spending reductions a series of cross-sector meetings held quarterly was now required. These meetings would provide a forum for both sectors to raise issues and further explore the role of the VCS in service delivery, whilst also contributing to a better understanding of budget scenarios in the future. This would ensure that there were no financial surprises for the VCS and also it meant that the council was well appraised of any effects their decisions would have on the VCS.

Opportunities for increased service delivery

A further meeting was recently held to look in more detail at how the council and VCS can get the best outcomes for local communities and individuals in the face of budget cuts. There is recognition that the council and the VCS both have a public service ethos and wish to ensure that the area continues to support vulnerable people and to provide high quality services across the board. The local authority sees the VCS playing a greater role in delivering services but also wants the sector to improve their existing operations through collaboration where appropriate.

The event looked at the outcomes the council and VCS could collectively deliver and, if these services were commissioned from the VCS, what kind of tenders would work better for them. The workshops then went on to see what kind of support and infrastructure would be required to support groups in applying for, winning and delivering complex contracts. As a result of the workshops the local infrastructure organisation is working alongside the local authority, together with the chief officers of key VCS organisations in the area, to consider how the best brokerage mechanism might be structured to help smaller VCS organisations to secure contracts.

Key Principles

- **Communication** – open and honest communication carried out as early as possible to give VCS organisations as much time as possible to plan for funding reductions.
- **Shared understanding** -Recognise that local authorities and the VCS have a shared commitment to the community.
- **Robust evidence**- Decisions on funding cuts should be evidence based. Local authorities should understand the effect of cutting funding to the VCS before making the decision.

Case Study 2 – Using evidence

Overview

This case study relates to a unitary authority in the East of England. The success of this area in managing the reductions in public spending to a key grants programme has been based on strong consultation with the VCS and the development of a robust evidence base about the potential impact of funding cuts on both the VCS and the delivery of the areas key priorities and services.

What has happened?

Consultation and engagement

Earlier this year, the local infrastructure organisation CVS worked with the Council to undertake a wide ranging consultation with local organisations on the potential effects of funding cuts. The local CVS spoke with more than 100 local VCS organizations and presented the concerns the local VCS had about reduced council funding. This prompted the council to carry out a further consultation with the VCS, which was aided by the local infrastructure organisation.

This process provided robust information about the likely impact of cuts and allowed the council to conclude that investment in the VCS was the best way to ensure key services were effectively delivered. Engagement with the sector allowed the council to get evidence of the impact that their funding was having and were able to see that sudden changes to funding levels would threaten local services. This has resulted in the council deciding not to reduce funding to the VCS grants budget within the current financial year.

The council and VCS have agreed to work together to manage cuts for 2011-12 right across public service budgets. This will help to improve dialogue between organizations, and will aim to support joint impact assessments for VCS funding. A new strategic board has been established to help facilitate better dialogue between the sectors. Initially this will include stakeholders from the Council (Portfolio holder and Director included) and VCS colleagues. Wider membership will be confirmed following a review into the LSP.

Support of elected members

Support for the VCS from elected members has been crucial to this successful partnership working. The council leader is on record as stating that local VCS organisations and community groups have a unique ability to deliver tailored services for the community.

“[the] council enjoys a healthy relationship with local groups, and recognises their unique ability to deliver tailored services for the community. The decision not to make cuts at this time demonstrates that we are serious about investing in the local voluntary sector”

Leader of the Council.

Compact in action

The Compact has also been important. It creates the environment and sets the framework for working together. The area now has over 50 Compact champions within both the public and VCS sectors who feel more confident about promoting the Compact and using it to consider the impact of decisions on local communities. The area believes that building on the Compact has helped to build trust and confidence between the sectors.

Key principles

- **Collaboration** -Local authorities should work closely with their local infrastructure organisation who can help them communicate with their local VCS.
- **Strong leadership** – The support and involvement of elected members in the process was important in reinforcing the council’s commitment to the VCS and therefore reinforcing this within council officers.
- **Evidence**- Decisions on funding cuts should be evidence based. Local authorities should understand the affect cutting funding of the voluntary and community sector will have before making the decision.
- **Invest time in dialogue** – people need to feel they can engage in honest dialogue to improve a mutual understanding of different needs. This requires both sides to invest time, and to listen to each others concerns and comments.

Case study 3 – Equal partnership

Overview

This case study relates to a Metropolitan Borough authority in the North-West of England. The success of this area in managing reductions in public spending has been based on strong and open leadership from the chief executive of the local authority. This is based on an approach which treats the VCS as an equal partner in meeting the challenges of reductions in public spending.

What has happened?

Although there have been no cuts to the VCS to date, the local VCS and council know that there is likely to be spending cuts next year and so the local infrastructure organisation and the local authority are working closely to see how the effects can be minimised. The local infrastructure organisation have organised meetings between the local authority and the VCS organisations the local authority funds. The first meeting was in January 2010 and this led to a second in June 2010.

Strong leadership

The chief executive of the local authority has attended both these meetings. The chief executive has also been prepared to spend time talking to the VCS, demonstrating to all local authority employees that working with the VCS is important.

The chief executive of the council has also challenged local VCS organisations to show their leanness and their effectiveness. The sector have been asked to examine the amount of money they spend on back office functions compared to the cost of delivering services just as is happening in the local authority.

Partnership not patronage

As part of this drive for improved efficiencies the chief executive has also challenged VCS organisations to consider collaboration and mergers if necessary. This is the same challenge that has issued to internal service managers at the local authority. The local infrastructure organisation is supporting this work by helping groups develop business plans and supporting their work to plan for the cuts.

The local authority believes that public sector and VCS organisations should be viewed equally as service delivery organisations. The area has a shared vision and the council believes that all sectors have a part to play in delivering the best possible services to local communities. This 'equal partnership' approach means the council are keen for the VCS to demonstrate that it is fit for purpose in order for them to contribute to the opportunities for delivering services in the long-term.

Key principles

- **Strong leadership** -Partnership working has to begin at the top. Senior staff need to spend time to make partnerships effective.
- **Collaboration** -Local authorities should work with their local infrastructure organisation who can help them communicate with their local VCS
- **Evidence** - Decisions on funding cuts should be evidence based. Local authorities should understand the affect that cutting funding of the voluntary and community sector will have before making the decision.

Case study 4 – Creating efficiencies

Overview

This case study relates to a London Borough. The success of this area in managing reductions in public spending has been based on a strong commitment to Compact principles and an approach which acknowledges the need to continue to build the capacity and efficiency of the VCS at a time of public spending reductions.

What has happened?

Building trust and understanding

The Borough has a long tradition of partnership working between the VCS and local public bodies which means the natural reaction to difficulties is to work together on solutions. Mutual respect, trust and understanding of the value of each partner allows them to jointly think through problems and pool expertise to work on solutions. The local Compact is at the heart of this.

Local VCS organisations and the council began discussing responses to the recession and future spending reductions as early as 2008. As soon as the council received signals about the potential size of the cuts, the partners started working together on how to mitigate the impact on local communities. This conversation has continued ever since and has included VCS representation on senior level task groups with senior council officers and relevant cabinet members.

Driving efficiency

From the early discussions came a realisation that everybody would need to be more efficient. In response, since the beginning of March 2009 the VCS has begun to improve their understanding of collaboration and mergers, leading to a number of efficiency gains including more groups being open to sharing back office functions. Recognising how valuable this work has been, the local authority recently agreed to fund this work with a £20,000 grant. This has led to some successful mergers and work by the local infrastructure organisation to support trustees of VCS organisations which are no longer sustainable. This has included advice on redundancies and re-focusing the aims of an organisation as well as training in understanding the full cost of the services VCS organisations deliver.

With proper evaluation of the impact of grant funded projects, it has been found that the council's grants programme has provided good value for money. Therefore the grant budget has been maintained at previous funding levels for 2010/2011. However this doesn't mean that the same organisations will simply continue to be funded in the same way; there are still ongoing changes to this as priorities shift and organisations win or lose their funding.

The budget position from March 2011 is also being discussed, and partners intend to collaborate closely when setting priorities and deciding who is best placed to deliver services.

Key principles

- **Strong communication** - Early, open discussion based on mutual trust is vital to underpin this relationship.
- **Measuring impact** – The council evaluated the impact of its grants, providing a robust evidence base to develop their grants programme.
- **Supporting efficiency** -The VCS has to be ready to adapt to tighter circumstances but must be supported to do so.

Case study 5 –Strategic planning and transitional support

Overview

This case study relates to a county council in the South-East of England. The success of this area in managing reductions in public spending has been based on strong strategic planning and a real focus on building the capacity of the VCS to respond to new opportunities to deliver public services in the county.

What has happened?

Communicating the message

The local infrastructure organisation recently ran a conference, sponsored by the local authority, aimed at supporting VCS organisations in the area through the economic downturn. There were over 160 people in attendance which provided a networking opportunity for organisations to meet with commissioners and attend workshops on a variety of different topics. The local authority's assistant chief executive was a keynote speaker and outlined the council's framework for working with the VCS in the area.

The council's procurement team also ran a successful workshop at the event. This focused on the current budgetary challenge, the need to involve VCS in redesigning and delivering more services focused on outcomes, and opportunities for them to help the council meet the challenge. The workshop also included a session on the different aspects of the commissioning cycle and the role of procurement.

A framework for action

The council have also produced a framework for working with the VCS. The framework, which has been developed in partnership with the local NHS, district councils and VCS aims to bring clarity and consistency in the way the council works with the VCS. It builds on the principles of the Compact and is based around a number of themes including improving partnership working, ensuring transparency and fairness and promoting innovation and sustainability. Key actions for the council include involving the VCS in all work which would impact on residents, service users and carers at the earliest opportunity.

The council hope that by implementing the actions set within the draft framework, the council will become more outcomes focused. It is hoped that the framework will also help remove duplication and ensure value for money whilst delivering innovative, quality services through the VCS.

Transitional support

In order to support this strategy in the short-term the council are exploring the possibility of setting up a transition group. This group would aim to support VCS organisations whose funding is more than £5000 and where this may be cut completely or significantly reduced. Once these organisations have been identified the council will offer confidential and independent help and advice. The advisor would then help them to explore alternative funding opportunities or if necessary ways in which the organisation or service could be decommissioned while minimising any direct effect on their clients.

Key principles

- **Transparency and accountability** – setting a clear framework for working with the VCS provides strong transparency and accountability.
- **Communication** – organising a cross-sectoral event provided a good opportunity to communicate with the sector and engage in productive dialogue.
- **Strategic planning** – discussions about the medium-long term role of the VCS in supporting community priorities is important in making informed decisions on spending cuts.

Help and resources

NAVCA

www.navca.org.uk

Compact

www.compact.org.uk

Compact voice

www.compactvoice.org.uk

LGA VCS community of practice

<http://www.communities.idea.gov.uk/welcome.do>

National Survey of Charities and Social Enterprises

www.nscsesurvey.com

Cabinet Office
70 Whitehall
London
SW1A 2AS

www.cabinetoffice.gov.uk

Measuring what matters

A guide for overview and scrutiny committees about using 'social return on investment' to measure social value



Centre for Public Scrutiny

The Centre for Public Scrutiny is an independent charity that promotes transparent, inclusive and accountable public services and supports and celebrates excellent and effective scrutiny across the public sector. We support scrutineers by producing guidance, creating networks and forums and sharing our expertise through seminars, consultancy, training and events. Our website www.cfps.org.uk contains the largest on-line collection of scrutiny reviews and reports as well as other publications to tell you more about what scrutiny can do for you.

National Programme for Third Sector Commissioning

The National Programme for Third Sector Commissioning has been set up by the Cabinet Office to help increase the public sector's awareness and skills in commissioning services from voluntary organisations as well as increase the capacity of third sector organisations who wished to develop their skills in this area. The Programme is being managed by Local Government Improvement and Development, part of the Local Government Group.

Contents

	Page
1. Why measuring what matters is important	1
2. Non-executive councillors can influence difficult decisions	2
3. Using SROI to support transparent, inclusive and accountable decision-making	3
4. Questions to ask about using SROI	6
5. Examples of SROI in action	8
6. Further resources	12

1. Why measuring what matters is important

The period up to March 2011 and beyond is likely to see some difficult decisions being made about the way public services are planned and delivered.

The UK is facing some significant challenges, for example:

- an ageing society – people living longer with more health and social care needs. At the same time the proportion of people contributing tax revenue to fund services, is reducing.
- health inequalities – significant differences in life expectancy across the country, between areas and within cities and towns. Access to and outcomes from services vary in different places.
- economic downturn – affecting people's life chances, impacting their health, well-being and economic activity. Loss of self-esteem and aspiration, relationship breakdown and personal debt.
- public sector deficit – previous levels of investment in public service reform cannot be maintained. Health and defence spending are protected but other services will have to find significant savings over the next few years.

The outcomes of the Comprehensive Spending Review were announced on 20 October 2010, setting out spending plans for 2011/12 to 2014/15. The effects of the review will be felt right across Whitehall Departments, local government and the public sector, leading to some tough decisions for councils and their partners about the future funding of services.

Alongside this the Coalition Programme for Government, structural reform and business plans published by Whitehall Departments indicate a radically reformed approach to the way that services are planned and delivered in the future. This is particularly evident for policing and healthcare but will also apply to other areas of public services. The Office of Civil Society aims to develop the capacity of local communities to identify innovative ways to plan and deliver public services (for example, through 'Big Society' projects).

In the context of the Coalition Programme and the Spending Review, the Local Government Group has made an ‘offer to Government’ on behalf of the sector to help achieve efficiency savings in return for local freedoms, for example the development of ‘community budgets’. The Comprehensive Spending Review announcement contained details of 16 prototype areas for ‘community budgeting’.

In order to achieve success, all these initiatives will need to be informed by a good understanding of what matters to local people so that services can be planned and delivered in ways that meet people’s needs and aspirations for themselves, their families and neighbours and for the places they live.

2. Non-executive councillors can influence difficult decisions

In this political and financial context there is a vital role for non-executive councillors to influence decisions about planning and delivering services through councils’ overview and scrutiny function.

Measuring social value could bring an extra dimension to the work of overview and scrutiny committees, amplifying the voices of people and groups in communities about the services they value. Outcomes from this kind of work through overview and scrutiny could add value to the decision-making process. Social Return on Investment (SROI) is a useful approach to measuring social value.

By using a SROI approach, Overview and Scrutiny Committees (OCS) could strengthen the evidence-base about what matters to local people, helping those who plan and deliver public services to make judgements about the best ways to achieve short term savings and long term improvements based on ‘value’, not just ‘cost’.

Recommendations from OSCs can be a powerful force for improvement and innovation at local level and this guide aims to:

- raise awareness of the benefits of measuring ‘social value’ at a time when difficult decisions are being made about future funding of public services.
- make the case that decisions about savings and improvements should take account of the social value of services and not just the cost of providing services.

-
- develop understanding about the value that overview and scrutiny committees can make at local level - OSCs have the opportunity to strengthen the evidence base about what matters to local people.
 - encourage overview and scrutiny committees to incorporate a Social Return on Investment approach into reviews about the impacts of local policies and the implications of local decisions about future funding of public services.

As well as encouraging OSCs to be active participants in local discussions about future public service funding, the guide aims to demonstrate to executives and decision-makers:

- the contribution that OSCs can make to ensuring that 'social value' is embedded in the planning and delivery of public services;
- that measuring what matters to local people will help those planning and delivering public services to make difficult decisions about future funding;
- that corporate ownership of value measurement within local organisations is essential and leadership from councils is vital;
- there are opportunities to influence value measurement locally and drive forward better quality services

3. Using SROI to support transparent, inclusive and accountable decision-making

This guide aims to show overview and scrutiny committees and officers supporting them one particular way in which they can influence difficult decisions about future funding for public services in their areas. It is not a detailed technical guide to running a SROI analysis. Further technical guidance can be found in the 'Guide to Social Return on Investment' published by the Cabinet Office in 2009.

SROI can help to increase understanding about the impacts of policies, projects and services. It identifies and values those impacts, from the perspective of people affected. Using a SROI approach helps

to include those things that do not result in changes to income or costs but are nonetheless important. The aim is to give the people who are most affected a voice in decisions about allocating resources.

The seven principles¹ of SROI are:

1. Involve stakeholders:

Inform what gets measured, how it is measured and valued by involving relevant stakeholders, especially people directly affected.

2. Understand what changes:

Describe how change is created and evaluate this through evidence gathered, recognising positive and negative changes as well as those that are intended and unintended.

3. Value the things that matter:

Use financial proxies to recognise the value of outcomes. Many outcomes are not traded in markets and as a result their value is not recognised.

4. Only include what is material:

Decide what information and evidence must be included to give a true and fair picture, so that stakeholders can draw reasonable conclusions about impact.

5. Do not over-claim:

Only claim the value that organisations are responsible for creating.

6. Be transparent:

Demonstrate the basis on which the analysis may be considered accurate and honest, and show that it will be reported to and discussed with stakeholders.

7. Verify the result:

It is important to consider appropriate independent assurance of the process, in order to be able to present findings that decision-makers will find credible.

From an overview and scrutiny perspective, the key aspects of these principles are:

- stakeholders are central to the process of determining what is valuable;
- the relationship between the resources available, activities (outputs) and outcomes can be demonstrated;
- allowance is made for outcomes contributed by other organisations and for changes that would have happened anyway;
- financial proxies are used to ensure that changes relevant to all those affected has been taken account of and weighted;
- by focusing on critical impacts, a SROI analysis can be completed relatively quickly and can be an effective way of identifying ways to manage information - making it quick to measure value in future;
- SROI can help politicians and managers to consider what happens if strategies are changed, thinking about ways to use resources to generate more value for people and communities;
- accountable organisations are sustainable organisations - governance is better related to stakeholders requirements, and can ensure that organisations are responsive and effective.

SROI may be especially useful in the current economic climate, when councils and public sector partners are taking tough decisions about resources available to provide services. It is important that decisions about budgets are not focused only on the cost of services, but on the value they generate for people and communities.

SROI can help to inform decisions about spending on services by helping to develop an understanding of the social value that services create, helping to target appropriate resources at managing unexpected (positive and negative) outcomes, demonstrating the importance of working with other organisations and people that can contribute to creating change, identifying common ground between organisations and stakeholders about what they want to achieve.

4. Questions to ask about using SROI

OSCs may wish to use the following questions as the basis for further consideration of the issues.

1. Who are the stakeholders we need to hear from?

This will be determined by the activities that you select as part of the scope of the review. SROI is about measuring what matters to those affected and about evaluating the impact of activities. Although in theory it is possible to carry out a SROI analysis of the whole budget of public sector bodies, individual OSCs are unlikely to have the time for such a comprehensive exercise. To increase capacity, it may be worth considering a piece of work involving a range of OSCs, each reviewing a different aspect.

It is impossible to list all the potential stakeholders for any given SROI review in this guide. To identify appropriate stakeholders, think about people that might affect or be affected by activities in the scope of the review.

2. Can 'change' be measured?

A central part of SROI analysis is measuring 'change'. This means recording how the activities you are analysing use certain resources (these are often described as the 'inputs') to deliver activities (usually described as 'outputs') which result in 'outcomes' for stakeholders.

OSCs will get the information they need from the stakeholders they involve in the review. What OSCs should end up with is a measure of the difference that the activities the organisation provides are making.

3. How can we value the things that matter?

Talking to the right stakeholders means that the outcomes that matter to those who are directly affected are those that get measured and valued.

4. How can we decide what matters?

You need to identify the inputs that make activities happen and put a value on them. This may be easy if the financial cost of services is easy to establish – but there may be other, non-cash inputs that you need to include. In terms of finances, you need to make sure that you only measure what gets spent. If there is an underspend on the budget you should either measure the additional benefit that full spending would bring or reduce the value of the financial input you record by the amount of the underspend

Outputs are a quantitative expression of the activities you are reviewing. For example, if the activity is domestic waste collection the outputs would be ‘we make 10,000 domestic bin collections every week’.

Outcomes are what stakeholders experience as a result of the activities you are reviewing. You can discover the outcomes by talking to stakeholders and asking them questions like ‘what do you do differently?’ or ‘how has your life changed?’

You need to select indicators that help you measure whether the outcomes have occurred and by how much. You also need to think carefully about how long the outcomes last, as this will affect the value you put on them.

5. What impact might the actions of other organisations have?

When OSCs are considering the outcomes from activities and giving them values, they need to make sure that they attribute the values to the right organisation and the right activity. This is to help you recognise that your contribution might not be the only one that leads to the outcome and to ensure you don’t spend money achieving something that would have happened anyway.

6. Will SROI support transparent, inclusive and accountable decision-making?

A SROI analysis may be a helpful addition to the evidence base that is needed to make some of the difficult decisions in this time of financial austerity. It will help accountability by helping to keep the debate about ‘value’ rather than ‘cost’ when looking to make efficiencies.

Because it measures what matters to people and attributes values to outcomes they experience, SROI can be a useful inclusive tool to use to engage stakeholders and focus the debate on the value of results rather than who shouts loudest.

Being open and transparent about the results of a SROI review is important. Reporting back to stakeholders in a meaningful way is vital. It should be possible for people to easily understand the scope, recognise why you included the stakeholders you spoke to, the outcomes measured and the values attributed.

7. How can we be sure we've got the "right" results?

Independent assurance of the process can enhance the credibility of your results. The SROI Network offers an assurance process for Network members. This process assesses the understanding of principles and methodology demonstrated by reports. For details of membership of the Network and the assurance process, visit www.thesroinetwork.org

8. What do we do with the results?

The idea of using SROI is to influence change. Using the approach can help to inform decisions about investment – for example, stop investing in things that have no impact or invest more in things that have greater impact.

The outcomes of the review may also help to change the way you measure the impact that activities are having. Overview and Scrutiny Committees can use the outcomes to make recommendations to their council leadership and to the executives of public sector partners. Executives may welcome the additional evidence base provided by a SROI analyses as this will help them judge social value at a time when investment decisions are being made.

5. Examples of SROI in action

The following examples show the contribution that a SROI approach can make to councils measuring the social value of various projects and initiatives.

Bristol City Council

In May 2010, Bristol's Third Sector Commissioning Select Committee published a review of the council's relationship with civil society organisations. The Select Committee recognised that commissioners need to take account of the wider benefits that result from the delivery of a service.

The Select Committee recognised that SROI can help develop understanding and managing the impacts of projects and policies, putting financial values on the important impacts identified by stakeholders that do not have market values.

The Select Committee recommended that principles of approaches such as SROI should be integrated into the council's commissioning processes

Coventry City Council

nef consulting delivered a forecast Social Return on Investment analysis of Coventry's Local Enterprise Growth Initiative (LEGI) regeneration programme. The SROI ratio and stakeholder engagement suggested that the 'Job Broker' element of the programme created significant social value - an estimated £9.70 worth of social value was generated for every £1 spent.

The SROI analyses helped inform the restructuring of the programme during the first quarter of 2009 as well as showing the council the need to more accurately measure outcomes. The council has continued to develop detailed social outcomes measurement tools, provide training to staff and created a SROI model to embed in on-going monitoring and evaluation processes.

Great Yarmouth Borough Council

In 2009, the council evaluated the Target Opportunities Project, a neighbourhood employment support intervention funded through Area Based Grant. The project was chosen because of its focus on partnership working and local resident engagement.

Performance management data from the project looked impressive but the council recognised there were limitations relating to unit cost analysis. The SROI analysis showed a social value of £3.45 for every £1 spent.

As well as attributing social value to the project, the analysis demonstrated how regeneration activities can be better understood, accounted for and sustained through the involvement of local residents and other key stakeholders.

Gateshead Council

Gateshead carried out a SROI analysis of the work of North East Counselling, recognising that SROI plays a vital part in demonstrating the contribution of third sector organisations.

During the summer of 2009 stakeholders were asked about the changes that had happened for them that could be attributed to the work of North East Counselling. The main stakeholders were carers of children with disabilities and other clients, volunteers, the Primary Care Trust and NHS Trust and referral agencies.

From the evidence gathered it was possible to calculate a social value of £3.67 for every £1 spent.

6. Further resources

The SROI Network – <http://www.thesroinetwork.org/>

Bristol City Council - Third Sector Commissioning Select Committee report - www.bristol.gov.uk/committee/2010/sc/sc008/0920_13.pdf

Enterprising Coventry report - <http://www.enterprisingcoventry.co.uk/uploads/649c8e8eab454b628532202.pdf>

North East Counselling report - <http://northeastcounselling.org/introduction.html>

Great Yarmouth Borough Council - 'Developing a Business Case for Empowerment' report - <http://www.idea.gov.uk/idk/aio/17460923>

Notes

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OVERVIEW & SCRUTINY
SOCIAL WELL-BEING
ENVIRONMENTAL WELL-BEING
ECONOMIC WELL-BEING

1ST March 2011
8TH March 2011
10TH March 2011

PERFORMANCE MANAGEMENT **(Report by the Head of People, Performance & Partnerships)**

1. INTRODUCTION

- 1.1 The purpose of this report is to present to Members performance management information on “Growing Success” – the Council’s Corporate Plan.

2. BACKGROUND INFORMATION

- 2.1 The Council’s Corporate Plan includes short, medium and long term objectives to help achieve aims and ambitions for Huntingdonshire’s communities and the Council itself. In addition the Council identified eight of these objectives which were considered as priorities for the immediate future.

3. PERFORMANCE MANAGEMENT

- 3.1 Progress against all the objectives is reported to Chief Officers Management Team quarterly on a service basis. A progress report from each Division includes performance data in the form of achievement against a target for each of the objectives that those services contribute towards. This is supported by narrative on achievements, other issues or risks and budgeting information.
- 3.2 In addition, a working group appointed by the Overview & Scrutiny Panels continues to meet quarterly to monitor progress in the achievement of the Plan and to consider development issues.
- 3.3 Members of the Overview & Scrutiny Panels have an important role in the Council’s Performance Management Framework and the process of regular review of performance data has been established. In adopting the updated version of Growing Success, and in particular in prioritising objectives, it was intended that Members should concentrate their monitoring on a small number of objectives to enable them to adopt a strategic overview while building confidence that the Council priorities are being achieved.
- 3.4 Members of the Panels will also find broader performance information of help to them in undertaking their review and scrutiny functions. This information can be provided on a regular or ad-hoc basis. A review of Growing Success, involving officers and members, is currently underway with the emphasis on local priorities, informed by national changes to performance arrangements.

3.5 The priority objectives have been allocated between Panels as follows:

SOCIAL WELL-BEING	ENVIRONMENTAL WELL-BEING	ECONOMIC WELL-BEING
To enable the provision of affordable housing	To help mitigate and adapt to climate change	Effective Partnership
To achieve a low level of homelessness	To promote development opportunities in and around the market towns	To be an employer people want to work for
To promote active lifestyles		Maximise business and income opportunities including external funding and grants

4. PERFORMANCE MONITORING

4.1 The following performance data is appended for consideration:

Annex A - Performance data from services which contribute to the Council objectives. For each measure there is a target, actual performance against target, forecast performance for the next period, an indicator showing the direction of travel compared with the previous quarter and a comments field. The data is colour coded as follows:

- green – achieving or above target;
- 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 not available.

Annex B - a summary of the achievements, issues and risks relating to the objectives, as identified by the Heads of Service.

5. DATA QUALITY

5.1 The appropriate Heads of Service have confirmed the accuracy of the data in the attached report and that its compilation is in accordance with the appropriate Divisions’ data measure templates. Acknowledging the importance of performance management data, a system of spot checks has been introduced to give further assurance on its accuracy.

6. RECOMMENDATION

6.1 Members are recommended to;

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

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

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Community/Council Aim: Healthy Living			
Objective: To promote active lifestyles			
Division: Leisure			
Divisional Objective: To increase participation in healthy physical activities			
Key Activity(s) only to deliver service objective: Key Measure:	Target:	Actual:	Forecast: DoT*: Comment:
Maintain and improve standard of facilities & match facility provision with usage demand (SCS measure)	Number of admissions/participants in activities provided or promoted by the Council (cumulative quarterly target)	1.25m	1.22m (R) ↓ QRT
Promotion and marketing of available activities	Number of active card holders	31,500	33,804 (G) ↔ QRT
Division: Lifestyles			
Divisional Objective: To promote healthy lifestyle choices			
Key Activity(s) only to deliver service objective: Key Measure:	Target:	Actual:	Forecast: DoT*: Comment:
Provide a range of accessible leisure opportunities such as: a Holiday Activity Programme for <17 yrs (SCS measure)	Total throughput of school, outreach and holiday activity Programmes (cumulative quarterly target)	3,375	4,169 (G) ↔ QRT
Provide targeted schemes to enable vulnerable people to participate in physical leisure activities (inc Exercise Referral, Community Sports and Recreation Project, Community Sports Network and Active Life scheme) (SCS measure 2.1.5)	Throughput on identified schemes (cumulative quarterly target)	12,000	10,528 (A) ↓ QRT
Provide under-represented groups with the opportunity to participate in sport and active recreation (SCS measure)	Total throughput of activity programme for disabled participants and under-represented groups (cumulative quarterly target)	1,200	1,265 (G) ↑ 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 (cumulative quarterly target)	7,125	7,197 (G) ↓ QRT
Community/Council Aim: Housing that meets individuals needs			
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: DoT*: Comment:
By helping to prevent people from becoming homeless by housing homeless people, where appropriate	(NI 156) No. of households living in temporary accommodation	60	64 (A) ↑ QRT
	The number of households prevented from becoming homeless in the year (cumulative quarterly measure)	195	309 (G) ↔ QRT
			75 412 Rise in homelessness applications is likely to increase the use of temporary accommodation Target already met for year by December 2010

* Direction of Travel - shows change in performance since last quarter, where applicable

Community/Council Aim: Developing communities sustainably

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:

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

(NI 155) Number of new affordable homes built by March 2011 (cumulative quarterly target) (local target)

Target: Actual: Forecast: DoT*: Comment:

201	220 (G)	350	↓		QRT
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Division: Planning

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

Key Activity(s) only to deliver service objective: Key Measure:

Develop Core Strategy and Development Control Policies DPD (to set policy framework)/Adopt Planning Obligations SPD (to set specific targets and thresholds)/Negotiate S106 Agreements (to deliver required amounts of affordable housing)

% of affordable housing (commitments) on qualifying sites (cumulative)

Target: Actual: Forecast: DoT*: Comment:

40	25 (R)		↔	Figure distorted by the Loves Farm development where the phases now being developed do not include affordable housing.	YRL
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% of housing completions on qualifying sites that are affordable in market towns and key settlements

Target: Actual: Forecast: DoT*: Comment:

40	41.60 (G)		↔	As at March 2010. Result same for all sites in District as no longer monitored in AMR separately.	YRL
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% of housing completions on qualifying sites that are affordable in smaller settlements

Target: Actual: Forecast: DoT*: Comment:

40			N/A	Figure no longer collected separately in AMR.	YRL
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* Direction of Travel - shows change in performance since last quarter, where applicable

Objective		Comments from appropriate Head of Service
To promote active lifestyles	Achievements:	<p><u>Leisure Centres:</u></p> <p>A 2% increase on admissions compared with the same period last year with notable success at the two most recent investment areas, Huntingdon (up 9.2%) and St Neots (up 7.2%). St Neots in particular has seen a rapid acceleration in the past quarter, attracting 118,000 visitors compared with 88,000 in the same period in 2009-10. St Neots Fitness studio admissions have risen to 24,000 in the quarter (previously 10,000) - an increase of 140%, aerobics activity is up by 125% and Health Suite up 300%.</p> <p>Fitness Studios admissions are up 8.2% overall to 219,000 and now comprise over 18% of total admissions (swimming remains static at 15%). The new Fun Zones have drawn in nearly 30,000 children this year at St Neots and Huntingdon. School admissions are not recorded in the above but totalled an additional 244,000.</p> <p>The One Leisure card campaign remains a success with over 99,000 card holders now registered of which 33,804 (34%) are "live" users. 34,000 under 18's now hold a card with exactly a quarter being in the 13-17 age category. Almost 7,000 over 60's also hold a One Card.</p>
Issues or actions for next quarter:		<p><u>Leisure Centres:</u></p> <p>The cold spell in November caused problems across all facilities, particularly with outdoor activities. St Ives Outdoor Centre predictably suffered most and admissions compared to the previous year are down by 4.8%.</p> <p><u>Environmental and Community Health Services:</u></p> <p>The total throughput on schemes to enable vulnerable people to participate in physical leisure activities has been affected by a lower number of referrals and building works at One Leisure in St Neots. There has been a lower throughput on the DASH programme than was estimated.</p>
Risks:		<p><u>Leisure Centres:</u></p> <p>Such has been the magnitude of the growth at Huntingdon and St Neots, St Neots in particular, that customer issues (waiting times at reception, waiting times for gym member inductions, full classes) have caused some concern. Additional resources have been deployed where possible and rotas amended accordingly. Car parking (lack of) is also a source of customer comment at both sites.</p>
To achieve a low level of homelessness	Achievements:	<p><u>Housing Services:</u></p> <p>Committed £500k of HDC capital to projects to meet the housing need of homeless young people in Huntingdon, for 3 units of general needs housing in Brampton and to contribute toward cost of building extensions for overcrowded families living in Luminus properties across the district.</p> <p>119 households were prevented from becoming homeless in Q3 of the year, compared to 85 in Q3 last year. A total of 309 successful preventions in Q1-Q3 of 2010/11 compared to 277 in the same period the previous year. 35 households were accepted as homeless in Q3 this year compared to 32 in the same period last year. A total of 130 households accepted as homeless in Q1-Q3 of 2010/11 compared to 96 in the same period of last year. 64 households were in temporary accommodation at the end of the quarter compared to 80 at the start. However, at 11th January there were 72.</p>

<p>Objective</p>	<p>Comments from appropriate Head of Service Received 107 Rent Deposit scheme applications in Q3 (compared to 160 in 2009/10) and assisted 70 of these into private sector tenancies with the help of a loan or bond (compared to 56 in the same period last year). The eligibility criteria for the scheme was restricted from December to only households threatened with homelessness or actually homeless.</p>
<p>Issues or actions for next quarter:</p>	<p>Housing Services: Increasing the provision of temporary accommodation to reduce the use of B&B (an ongoing challenge). Progressing the scheme with the Salvation Army to agree new options for provision of crash beds at Kings Ripton Court and additional move on accommodation from the scheme. Consulting on the revised Homelessness Strategy and consider responses.</p>
<p>Risks:</p>	<p>Housing Services: All normal sources of temporary accommodation may become full. Additional sourcing efforts may not provide sufficient accommodation. Actual accepted homeless cases may increase beyond the ability to provide temporary and later permanent accommodation. Any lack of suitable permanent accommodation will result in increased use of temporary accommodation due to bed blocking. Reduced provision within the private rented sector if house prices and sales increase, with more owners looking to sell rather than rent properties out. This will reduce the council's ability to prevent homelessness by helping households into private sector tenancies. Less grant availability from the Homes and Communities Agency. This will lead to more households with a priority housing need waiting longer on the housing register and/or the bed blocking of temporary accommodation by homeless households whilst waiting for permanent housing. Potential reduction or loss of Supporting People funding for the homelessness hostel and other supported housing in future years (due to their budget pressures).</p>
<p>Achievements:</p>	<p>Housing Services: 103 affordable homes completed including 34 Extra Care units in Huntingdon and 26 new homes at Loves Farm St Neots.</p>
<p>Issues or actions for next quarter: Risks:</p>	<p>Planning Services: As stated previously the most obvious risk is the potential impact of a longer than expected downturn in the housing/development market. To date Huntingdonshire has remained 'comparatively buoyant' but the potential impacts of any further reduction in development activity could be upon levels of planning fee income, housing delivery and the scale, content and the potential viability and delivery of S106 contributions.</p>

CORPORATE PLAN WORKING GROUP

NOTES OF MEETING HELD ON 17TH FEBRUARY 2011

1. INTRODUCTION

- 1.1 The Corporate Plan Working Group met on 17th February 2011 when Councillors J D Ablewhite, S J Criswell, P M D Godfrey, G S E Thorpe and R J West were present.
- 1.2 An Apology for absence from the meeting was submitted on behalf of Councillor D Harty.
- 1.3 D Buckridge, Mrs C Garbett and A Roberts were in attendance.

2. QUARTERLY PERFORMANCE MANAGEMENT REPORT

(a) Social Well-Being

- 2.1 The Working Group has drawn attention to the “number of admissions/participants in activities provided or promoted by the Council” which, given the Council’s investments in its Leisure Centres, they expect to show an increase in attendances. Members have noted that this increase has been factored into the target and that the downward direction of travel can partially be attributed to the fact that, owing to poor weather during November and December, the Council has been forced to cancel some activities at the St Ives Outdoor Centre. It has not necessarily been the case that there has been a fall in uptake of One Leisure Services. Indeed, the Working Group has been made aware that there have been instances when One Leisure has struggled to cope with demand. This is something that One Leisure is addressing.
- 2.2 The Working Group has highlighted the figures achieved for households living in temporary accommodation. Although the target has been reached, a considerable improvement has been made compared with the figure for the last quarter. This has resulted in the performance progressing from being Red to now being rated as Amber.
- 2.3 The Working Group has accepted the reason given for the Red rating given to the target relating to affordable housing (commitments) on qualifying sites. Members also have noted that, owing to a change in the way the information is collected, a combined figure has been reported for the targets for housing completions on qualifying sites that are affordable in market towns, key settlements and smaller settlements.

(b) Environmental Well-Being

- 2.4 The Working Group has noted that all the targets relating to the Council’s priorities in this section of the report have been achieved and that there are no adverse directions of travel. The target for energy efficiency and renewable

energy measures carried out as a result of Council schemes and promotions has been exceeded by a considerable margin.

(c) Economic Well-Being

- 2.5 Having noted that the Council's partnership working is being reviewed, the Working Group has commented that Officers' desire to secure their future employment during the period when Voluntary Release was available may account for the high figure for the actual performance against the target for internal promotions as a percentage of all vacancies filled.
- 2.6 The Economic Well-Being Panel, the last time it received the performance monitoring report, discussed how the measure for the percentage of employees who are still in post after twelve months is recorded. The question was whether those on fixed term contracts that expired during the reporting period should be discounted. If this is done, the figure is 85.7%, which is much closer to the target. However, the approach adopted has not been changed as this will enable trends to be monitored and because the Council's short-term practice of preferring fixed term contracts will shortly end.
- 2.7 The Working Group has suggested that the One Leisure Working Group should be requested to examine the impact on One Leisure of the County Council's decision to devolve budgets for swimming to schools.
- 2.8 Work on implementing external funding actions is on hold. A review of the Council's approach to external funding will be undertaken.

3. CORPORATE PLAN

- 3.1 The Working Group has been involved in a review of the Council's Corporate Plan. Members have made a number of suggestions on its form and contents. The draft Corporate Plan appears elsewhere on the Agenda. It is intended that Overview and Scrutiny comments will be passed to the Cabinet on 17th March 2011 before the draft Corporate Plan is submitted to the Council for approval on 20th April 2011. The new Plan departs from the previous format with a greater focus on specific outcomes. These outcomes take account of local residents' views and needs and the Council's resources. It will be reviewed annually.

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OVERVIEW AND SCRUTINY PANELS
(SOCIAL WELL-BEING)
(ENVIRONMENTAL WELL-BEING)
(ECONOMIC WELL-BEING)

1ST MARCH 2011
8TH MARCH 2011
10TH MARCH 2011

WORK PLAN STUDIES
(Report by the Head of Democratic and Central Services)

1. INTRODUCTION

- 1.1 The purpose of this report is to allow Members of the Panel to review their programme of studies and to be informed of studies being undertaken by the other Overview and Scrutiny Panels.

2. STUDIES

- 2.1 The Council has a duty to improve the social, environmental and economic well-being of the District. This gives the Overview and Scrutiny Panels a wide remit to examine any issues that affect the District by conducting in-depth studies.
- 2.2 Studies are allocated according to the Council's service areas which have been identified as follows:-

Social Well-Being

Housing
Community
Leisure Centres
Operations (part)
Democratic and Central Services (part)
People, Performance and Partnerships (part)

Environmental Well-Being

Environmental and Technical Services
Planning Services
Environmental Health
Operations (part)

Economic Well-Being

Information Management
Finance
Customer Service and Call Centres
Revenues
Democratic and Central Services (part)
Law, Property and Governance
People, Performance and Partnerships (part)
HQ/Accommodation

- 2.3 Details of ongoing studies are set out in the attached Appendix.

2.4 Members are reminded that if they have a specific interest in any study area which is not being considered by their Panel there are opportunities for involvement in all the studies being undertaken.

3. RECOMMENDATION

3.1 The Panel is requested to note the progress of the studies selected.

BACKGROUND DOCUMENTS

Minutes and Reports from previous meetings of the Overview and Scrutiny Panels.

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**Mrs A Jerrom, Member Development Officer
01480 388009**

**Mrs C Bulman, Democratic Services Officer
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ONGOING STUDIES

STUDY	OBJECTIVES	PANEL	STATUS	TYPE
Visitor Development & Town Centre Vibrancy	To consider issues relating to Visitor Development & Town Centre Vibrancy.	Economic Well-Being	Further information requested on the cost of the tourism service and the benefits it brings to both the Council and to the District.	Whole Panel Study
Consultation Processes	To review the Council's current consultation processes with a view to determining whether the approach taken to consultation is suitable and consistent across the authority.	Social Well-Being	Working Group appointed to review the Council's guidance on consultation methodology and evaluate examples of previous consultations. Further meetings of the Working Group to be held in February and March.	Working Group
Gypsy & Traveller Welfare	To examine existing gypsy and traveller sites in the District with a view to informing any future Planning Policy on sites.	Social Well-Being	Report requested for submission to a future meeting. Following consultation with the Chairman, agreed that the study would proceed once Government guidance has been issued on future provision requirements.	To be determined.
Health Implications of the Night Time Economy	To follow up the previous study undertaken by the former Overview and Scrutiny (Service Support).	Social Well-Being	Social Well-Being Panel to consider whether to incorporate this study into their work programme. Further information to be submitted to a future Panel meeting.	To be determined.

Planning Conservation	To consider & evaluate the role of the Council's Planning Conservation Team in the preservation of Huntingdonshire's built heritage with particular reference to conservation areas and listed buildings.	Environmental Well-Being	Final Report of the Working Group considered by Panel at its February meeting.	Working Group.
Leisure Centre Financial Performance and Employment Structure	<p>To review the overall financial performance and monitoring arrangements. To consider the current / future business structure.</p> <p>To consider whether an increase in income might be made by charging non-residents of the District a higher rate to use the Council's leisure centres</p>	Economic Well-Being	Agreed to establish a joint working group with Overview & Scrutiny Panel (Social Well-Being). First meeting to be held on Thursday 3 rd March 2011.	Working Group
Cambridgeshire Local Investment Plan	To review the implications of the Investment Plan upon local housing, to include the potential shortfalls in the delivery of affordable housing within the District, identify what housing is due to come forward and to include reference to the underlying links between housing and planning.	Social Well-Being	Report to be considered at Panel's April 2011 meeting.	Whole Panel Study.

CCTV Provision within the District	To review the impact of the Council's proposal to cease the CCTV service with effect from April 2012.	Social Well-Being	Considered at Panel's January meeting. Members have requested for an update on negotiations with Partners on the future of the service from 2012/13 onwards.	Whole Panel Study.
Proposals to replace EEDA with LEPs.	To establish the implications of these proposals.	Economic Well-Being	Presentation given to December meeting. Update requested for future meeting.	Whole Panel Study.
Voluntary Sector	To be determined.	Social Well-Being	Chief Executive of the Hunts Forum of Voluntary Organisations addressed Panel at its February meeting. Consideration on the way forward to be given at Panel's March meeting.	To be determined.
The Use of Consultants	To review the criteria used in the appointment of consultants and assess the cost and value gained from using them.	Economic Well-Being	Final report currently being compiled.	Working Group.
The Financial Implications of the Council's Future Housing Responsibilities.	To be determined.	Economic Well-Being	Councillor M F Shellens to discuss with Chairman the possible terms of the study.	To be determined.

A14 improvements.	To review the implications to the local economy of the decision not to proceed with the A14 improvements.	Economic Well-Being	<p>Members decided that they want to engage local MPs in a co-ordinated approach to lobbying the Government with a view to achieving the Council's aim of upgrading the A14 in a more cost effective way than previously planned.</p> <p>The Panel has been acquainted with steps that are being taken to pursue this matter with the Government. The Panel will receive updates on progress.</p>	Whole Panel Study.
Tree Strategy	To form a strategy in conjunction with the Tree Officers for the retention and planting of trees.	Environmental Well-Being	<p>Working Group meetings on 5th and 24th November 2010.</p> <p>The next meeting was scheduled to be held in January 2011.</p>	Working Group.
Rural Crime	To be determined.	Social Well-Being Panel to nominate representative to participate in any future joint work as and when required.	Meeting of Safer and Stronger Communities Scrutiny Committee held on 13 th December 2010.	Joint Authority Working Group.

POSSIBLE FUTURE STUDIES

The Employees Performance Development Review Process	To review the current process.	Economic Well-Being	Outcome of Officer Review to be reported to the Panel when this is concluded. Work is expected to conclude in Spring 2011.	To be determined.
Land Use for Agricultural Purpose in the context of planning policies and its contribution to the local economy.	To review the lack of promotion and protection of land for this purpose.	Environmental Well-Being	Not being pursued as a study at the current time.	To be determined.
Rural Transport	To review the lack of transportation in rural areas.	Environmental Well-Being	Not being pursued as a study at the current time.	To be determined.

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Panel Date	Decision	Action	Response	Date for Future Action
13/05/09	<p><u>Future Governance of Hinchingbrooke Hospital: Consultation Arrangements</u></p> <p>This item was transferred over from the former Overview and Scrutiny Panel (Service Delivery). Dr Stephen Dunn, Hinchingbrooke Next Steps Project Co-ordinator and Ms Jessica Bawden, NHS Cambridgeshire attended the Panel's January meeting to provide background to the consultation on the future governance arrangements for Hinchingbrooke Hospital. Advised the Panel that the consultation was likely to commence at some point in the middle of the current calendar year.</p>	Panel to partake in the consultation when it emerges. Matter to be raised at a future Panel meeting.		
01/09/09	Panel advised that Councillor S J Criswell had been appointed as the District Council representative on the Stakeholder Panel.		<p>Public meeting of the Stakeholder Panel held on 26th November 2009 at 2pm, Huntingdon Library. Future public meetings scheduled as follows:-</p> <ul style="list-style-type: none"> • 25th February 2010 • 26th May 2010 • 5th July 2010 • 27th October 2010 • 6th January 2011 	
07/12/10	Subject to approval from the Department of Health and other regulators, Chairman announced that Circle has been appointed to take over the management	Chairman has extended an invitation to Circle to attend the Panel's April 2011		5/04/11

Panel Date	Decision	Action	Response	Date for Future Action
	contract of Hinchingsbrooke Hospital with effect from 1 st June 2011. Agreed to extend an invitation to Circle to discuss their plans for the Hospital.	meeting.		
19/05/10	<p><u>Corporate Plan – Growing Success</u></p> <p>Councillors S J Criswell and R J West appointed to Corporate Plan Working Group. A previous decision has been made by the former Overview and Scrutiny Panel (Corporate and Strategic Framework) to extend the Corporate Plan Working Group's remit by requesting it to investigate the cost implications of each priority area identified within the Corporate Plan. A suggestion has been made to invite Heads of Service to a future meeting to discuss their contributions in achieving the Council's objectives.</p>	<p>Quarterly performance reports to be submitted to all Overview and Scrutiny Panels in September, December, March and June of each year.</p> <p>Working Group to meet on 24th January 2011 to consider a review of Growing Success and on 17th February 2011 to consider the quarterly performance report.</p>	This item appears elsewhere on the Agenda together with a separate item on the Review of Growing Success.	1/03/11
13/05/09	<p><u>Provision of Play Facilities for Young People</u></p> <p>This item was transferred over from the former Overview and Scrutiny Panel (Service Delivery) who had identified this</p>	First meeting of the Working Group held on 30 th April 2009.	Head of Operations and Service Development Manager undertook to investigate further, the likely insurance,	

Panel Date	Decision	Action	Response	Date for Future Action
<p>2/06/09</p> <p>6/10/09</p>	<p>subject as a potential area for study. Particular interest expressed on how these facilities are managed and insured and if they were maintained by the District Council. Report submitted to Panel in March 2009 and a Working Group was established, comprising Councillors J D Ablewhite and P G Mitchell, to meet with the Executive Councillor for Operational and Countryside Services to investigate the provision of play facilities, with a view to making recommendations on achieving an even distribution of facilities across the District and on meeting the ongoing revenue costs associated with such facilities.</p> <p>Owing to their interests in the study, Councillors Mrs P A Jordan and R J West were appointed on to the Working Group. Additionally, the Panel requested for an update on progress since the first meeting of the Working Group to be submitted to the Panel for information.</p> <p>Preliminary report outlining the findings of the Working Group to date considered by the Panel. Requested that the Working Group should meet with the Executive Councillor for Operational & Countryside Services to discuss the findings further.</p>	<p>Request submitted to the Head of Operations.</p> <p>Working Group met with the Executive Councillor for Operational and Countryside Services.</p>	<p>resource (inspection) and maintenance costs of facilities located within the smaller Parishes.</p> <p>Meeting of the Working Group held on 13th August 2009.</p>	

Panel Date	Decision	Action	Response	Date for Future Action
2/02/10	Further report considered. The Panel has recommended to the Cabinet that an agreement should be offered to Parishes to assist with the revenue costs of their facilities. It has also been recommended that the Council should also explore the co-ordination of a group insurance policy, with a view to achieving a lower premium. Councillors P G Mitchell and R J West have been nominated to present the final report to the Cabinet.	Final report to be considered by Cabinet on 22 nd April 2010.		
1/06/10	The Panel considered a progress report on the two recommendations that were endorsed by the Cabinet. The Panel has discussed whether to revisit its previous recommendations regarding the maintenance of outdoor youth facilities. Further financial details awaited before proceeding further.	Request submitted to Service Development Manager.		
5/10/10	Attention was drawn to a Member led review being undertaken by the County Council's Children and Young Peoples Services Committee on integrating children and young peoples services and social infrastructure provision into the County's new communities. This report has been requested for circulation to Panel Members for background purposes.	Copy of report and the County Council's Cabinet response was circulated electronically to the Panel on 24 th November 2010.		

Panel Date	Decision	Action	Response	Date for Future Action
<p>2/11/10</p> <p>7/12/10</p>	<p>Details of estimated annual revenue costs associated with outdoor youth facilities received. Scrutiny and Review Manager was asked to circulate details of organisations providing services for inspection, assessment and insurance of these facilities around to the Panel.</p> <p>In light of recent developments, the Panel has agreed to pursue this matter further at a later date.</p>	<p>Circulated electronically to Members on 3rd November 2010.</p>		<p>TBC</p>
<p>3/11/09</p> <p>1/12/09</p>	<p><u>Monitoring of Section 106 Agreements</u></p> <p>Panel agreed to include the Monitoring of Section 106 agreements in its work plan, subject to gaining the agreement of the Development Management Panel. It was agreed that only allocated schemes and those developments where funding has been received for future maintenance of the facilities would be considered by the Panel.</p> <p>The Panel has requested that when the quarterly monitoring reports are due for consideration, a representative from the Operations Division should attend the Panel's meeting.</p>	<p>Councillor P G Mitchell raised the matter at the Development Management Panel's November meeting.</p>	<p>The Development Management Panel requested the Social Well-Being Panel to monitor progress of these schemes on an ongoing basis.</p>	

Panel Date	Decision	Action	Response	Date for Future Action
2/02/10	First monitoring report considered. Agreed that greater details on progress of schemes completed earliest should be included in the next monitoring report.	Request submitted to the Policy Officer.		
1/06/10	Requests made for details of the developer involved in each Agreement to be included in future monitoring reports, together with further information on particular schemes which are currently pending allocation.	Request submitted to the Policy Officer and Service Development Manager. A response to the latter was circulated electronically to Members on 21 st June 2010.		
6/07/10	Agreed that additional information would be required to assist the Panel in scrutinising allocated schemes and existing maintenance agreements. Councillor P G Mitchell to meet with Scrutiny and Review Manager outside of the meeting to discuss this further.	Meeting held on 7 th September 2010, together with the Chairman of the Section 106 Agreement Advisory Group.		
7/09/10	It has been suggested for a project plan to be developed for each scheme to include the project's objectives, total cost, developer contributor(s), other funding sources and its trigger points. The Panel has endorsed the proposal which was considered by the Section 106 Agreement Advisory Group on 11 th October 2010.			

Panel Date	Decision	Action	Response	Date for Future Action
2/11/10	The outcome of the Advisory Group's deliberations on the Panel's proposal has been received. The Advisory Group did not concur with the Panel's suggestion and expressed satisfaction with the current arrangements. Councillor P G Mitchell has undertaken to raise the matter at the Section 106 Agreement Advisory Group meeting.			
1/02/11	Agreed at the Section 106 Agreement Advisory Group meeting that a database would be set up to assist with the monitoring process. This is likely to take a few months to set up before it can go live on the Council's Intranet.		Next quarterly report anticipated April 2011.	05/04/11
6/7/10	<p><u>Consultation Processes</u></p> <p>Panel requested a scoping report on the Council's current consultation processes to be submitted to a future meeting. Members questioned whether the Council's approach to consultation was consistent across the authority and wished to be informed of what the current process was, what methods were used and how materials were prepared for this purpose.</p>			
7/09/10	Background information on the role of the			

Panel Date	Decision	Action	Response	Date for Future Action
5/10/10	<p>Policy and Research Team in offering advice and guidance to internal service departments on consultation and research methodologies was received.</p> <p>Panel has begun to scope its study. Members have requested Officers to circulate a copy of the Communications and Marketing Strategy for background purposes. Agreed to invite the Policy and Strategic Services Manager to attend a future Panel meeting. Scrutiny and Review Manager to circulate electronically to Members a copy of the study template.</p>	Copy of the Strategy was circulated to Members electronically on 18 th October 2010.		
7/12/10	Councillor B S Chapman, Mr R Coxhead and Councillors Mrs P A Jordan, P G Mitchell, P D Reeve and R J West have been appointed onto a Working Group to pursue the investigations further. The Working Group has been tasked with reviewing the Council's guidance on consultation methodology and to evaluate examples of previous consultations.	Working Group met on 15 th December 2010, 18 th January and 16 th February 2011. Next meeting to be held on 1 st April 2011.	A brief update will be delivered at the meeting.	1/03/11
4/01/11	<p><u>One Leisure Performance</u></p> <p>Panel received a presentation on the performance of One Leisure. This presentation was also delivered to the</p>			

Panel Date	Decision	Action	Response	Date for Future Action
1/02/11	<p>January meeting of the Economic Well-Being Panel.</p> <p>Advised that the Economic Well-Being Panel established a joint working group to review the information presented to both Panels in greater depth. Councillors B S Chapman and J J Dutton and Mr R Coxhead were subsequently appointed on to the Working Group.</p>	<p>First meeting of the Working Group to be held on 3rd March 2011.</p>		
4/01/11	<p><u>Health Implications of the Night Time Economy</u></p> <p>With the agreement of the Overview and Scrutiny Panel (Economic Well-Being), Members agreed upon the transfer of the study on the health implications of the night time economy to be transferred to the Panel's work programme.</p>	<p>Background information to be submitted to a future meeting.</p>		TBC
2/11/10	<p><u>CCTV Provision</u></p> <p>Panel expressed some concern at the recent budgetary announcement made by the Council to reduce CCTV provision within the District in 2011-12 with a view to ceasing the service from April 2012. Similar concerns were echoed by Members of the Economic Well-Being</p>			

Panel Date	Decision	Action	Response	Date for Future Action
<p>7/12/10</p> <p>4/01/11</p>	<p>Panel.</p> <p>Panel has been acquainted with the views of the Huntingdonshire Community Safety Partnership on the value of CCTV in the District. The views of the Police on the proposals have been sought, to include those of front line Police Officers for inclusion within the Partnership's impact assessment. The Panel's comments were submitted to the Partnership at its meeting on 16th December and a report back from the Partnership has been requested.</p> <p>Report back from the Partnership considered together with the views of the Police on the proposals. Members have concurred that the service should be preserved and requested for an update on negotiations with Partners on the future of the service from 2012/13 onwards. The matter is due to be considered as part of the budget at the Economic Well-Being Panel's meeting in February.</p>			<p>TBC</p>
<p>7/12/10</p>	<p><u>Voluntary Sector</u></p> <p>Noted that an approach had been made by the Voluntary Sector to raise this item</p>			

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1/02/11	<p>at a future Panel meeting. The matter was debated at the Council meeting in December 2010. The Chief Executive of the Hunts Forum of Voluntary Organisation will also be addressing the Panel at its February meeting.</p> <p>Presentation received. Panel agreed to investigate the full impact of the Council's budgetary proposals (which would take effect from 2013/14) and alternative ways of supporting the Voluntary Sector, to include Localism and the Big Society, at its March meeting.</p>		This item appears elsewhere on the Agenda.	1/03/11
2/11/10	<p><u>Cambridgeshire Local Investment Plan</u></p> <p>Panel has requested for a separate report on the implications of the Investment Plan upon local housing, to include the potential shortfalls in the delivery of affordable housing within the District, identify what housing is due to come forward and to include reference to the underlying links between housing and planning.</p>	Request submitted to the Head of Housing Services. Advised that the Investment Agreement was due to be signed off in March 2011 and that the earliest the report would be available would be April 2011.	Report anticipated in April 2011.	05/04/11

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6/7/10	<p><u>Gypsy and Traveller Welfare</u></p> <p>Agreed that gypsy and traveller welfare should be included within the Panel's work programme, with a view to informing any future Council policy on the identification of sites.</p>	<p>Report requested for submission to a future meeting. Following consultation with the Chairman, agreed that the study would proceed once Government guidance has been issued on future provision requirements.</p>		TBC
06/04/10	<p><u>Huntingdonshire Strategic Partnership (HSP)</u></p> <p>The Panel has a legal duty to scrutinise the work of the HSP, with three thematic groups of the HSP falling within its remit. Arrangements for scrutinising the HSP are yet to be formalised between Overview and Scrutiny Members and Partners of the HSP, but in the meantime the Panel has received some background information on the work of the thematic groups as follows:-</p> <p>Huntingdonshire Community Safety Partnership / Inclusive, Safe and Cohesive Communities</p>			

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05/10/10	<p>Panel received details of the Community Safety Plan 2010-11 and its strategic links to the Inclusive, Safe and Cohesive Communities thematic group of the HSP. Acknowledged that a multi agency approach to the work of the Partnership was adopted and that appropriate monitoring and accountability mechanisms were in place.</p> <p>Annual review of the work of the Partnership to be undertaken.</p> <p>Children and Young People</p> <p>Details of the thematic group's outcomes and objectives have been received together with the latest report of the group, outlining its terms of reference, membership and current matters being discussed. The next report of the group has been requested for circulation, together with an update on progress on the action plan for the group which is currently in its development stages. Panel also agreed to extend an invitation to the relevant Executive Member to attend a future meeting.</p>	<p>Request submitted to the Chairman of the Huntingdonshire Community Safety Partnership.</p> <p>An update on the matters raised was circulated electronically to Panel Members on 18th October 2010. Invitation to be extended to Executive Member in due course.</p>	<p>Item to be raised at the Panel's April meeting.</p>	<p>5/04/11</p> <p>TBC</p>

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1/01/11	<p>Health and Well-Being</p> <p>Details of the thematic group's outcomes and objectives have been received together with the latest report of the group, outlining its terms of reference, membership and current matters being discussed. Attention has been drawn to areas in the Action Plan where targets have not been achieved and a response for each has been received.</p>			
6/04/10	<p><u>Forward Plan</u></p> <p>One Leisure, St Ives – Proposals for Development</p> <p>Home Improvement Agency Review – Future Delivery Model Consultation</p>	<p>Request submitted to the General Manager, Leisure.</p> <p>Request submitted to the Head of Housing Services.</p>	<p>Report anticipated April 2011.</p> <p>Report anticipated June 2011.</p>	<p>5/04/11</p> <p>7/06/11</p>