



**Cambridge City Council
Best Value Performance Plan 2008**

This is a hard copy version of the Best Value Performance Plan website. For the complete website version please visit the site at : <http://www.cambridge.gov.uk/bestvalue>

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About the Plan

Cambridge City Council has produced a Best Value Performance Plan every year for the past seven years. The Plan explains how the Council performs against a number of national measures of performance called Best Value Performance Indicators.

Further detailed information about the Council's priorities for 2008-09 and how it intends to meet its targets is set out in our Service Plans which are updated annually.

Code of Practice on Workforce Matters in Local Authority Service Contracts

Cambridge City Council has adopted the Code of Practice on Workforce Matters in Local Authority Service contracts. All contracts awarded during the past year that involve a transfer of staff comply, where applicable, with the requirements of the Code of Practice.

Code of Corporate Governance

The Council has adopted a Code of Corporate Governance. The Code spells out how the Council will ensure that it is open and inclusive, accountable and acts with integrity with respect to decisions and how it runs its services.

Corporate Services

Corporate services are those services that provide administrative and organisational support to the Council's frontline services. These services are key to the good corporate governance of the City Council. National performance indicators called 'Corporate Health' indicators measure both the success of corporate services, and also performance against issues that affect the Council as a whole.

In 2007-08 we:

- With our partners on the Local Strategic Partnership, agreed a Sustainable Community Strategy for the City that sets out a vision for Cambridge and a set of priorities to help deliver improvements in quality of life in the City.
- Exceeded our targets for collection of Council Tax and Business Rates, achieving 97.5% and 99.7% respectively. We are one of the highest performing council's in the country for the collection of Business Rates.
- Saw a 24% drop in the number of complaints sent to the Council compared to the previous year.
- Encouraged people with learning disabilities to become involved in politics and to vote by working with the 'Promote the Vote' project.
- Achieved our target for representation of disabled staff within the top 5% of earners at the Council two years earlier than anticipated.
- Were placed 16th in the Stonewall Index which measures good practice in the employment of lesbian, gay, bi-sexual and trans-sexual staff. This makes us the highest placed district council in the country.
- Developed and began implementing a Gender Equality Scheme for the Council.
- Published a People Strategy for the council that explains how we will recruit, reward and develop our staff to help ensure that we achieve our aim of providing high quality services to the people of Cambridge.

In 2008 - 09 we will be:

- Contributing to the development, monitoring and implementation of the new “Vision for Cambridgeshire” and Local Area Agreement.
- Implementing the Cambridge Sustainable Community Strategy with our partners on the Local Strategic Partnership.
- Moving more services into our Customer Services Centre.
- Promoting new and improved services available through the Council’s website to encourage more customers to use online services.
- Reviewing our plans for spending and service delivery so that we are able to meet the future needs of our growing population.
- Producing a new Race Equality Scheme for the Council.
- Working towards making our workforce more representative of the local population by implementing our Diversity in Employment Action Plan.
- Continuing to use Democracy Week to encourage more people to become involved in local and national elections.

Performance Indicator Tables

Corporate Health
Community Safety

Service Plans

Accountancy and Support Services
Customer Services
Democratic Services
Tourism
Human Resources
Internal Audit
ICT Client Services
Legal Services and Land Charges
Procurement
Property and Building Services
Revenue and Benefits Services
Strategy & Partnerships, Corporate Marketing

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Corporate Health performance indicators

Ind Code	Indicator Description	2006/07 Actual	2007/08 Actual	2007/08 Target	Comments
Fair Access					
BV2a	Level of the Equalities Standard for Local Government to which the authority conforms in respect of gender, race and disability.	3	3	3	
BV2b	The quality of an Authority's Race Equality Scheme (RES) and the improvements resulting from its application.	90%	90%	90%	
User Satisfaction					
BV3	Percentage of citizens satisfied with the overall service provided by their authority.				This survey takes place every three years and was last undertaken in 2006-07.
	a) all respondents. b) ethnic minorities. c) non ethnic minority. d) women. e) men.	a) 64% b) 71% c) 63% d) 65% e) 62%	Not collected	No target set	
	Percentage of citizens satisfied with the authority's Environmental Services.	50%	Not collected	No target set	
	Percentage of citizens satisfied with the authority's Planning Services.	27%	Not collected	No target set	

Ind Code	Indicator Description	2006/07 Actual	2007/08 Actual	2007/08 Target	Comments
	Percentage of citizens satisfied with the authority's Housing Services.	26%	Not collected	No target set	
	Percentage of citizens satisfied with the authority's Cultural and Recreational Services.	54%	Not collected	No target set	
BV4	Percentage of people making complaints who are satisfied with the handling of those complaints	31%	Not collected	No target set	This survey takes place every three years and was last undertaken in 2006-07.
Cost and Efficiency					
BV8	Percentage of invoices for commercial goods and services which were paid by the authority within 30 days of receipt.	98.60%	98.30%	98.50%	
BV9	Percentage of Council Tax collected.	97.60%	97.50%	97.00%	
	Government Target: Top Quartile				
BV10	Percentage of non-domestic business rates due for the financial year received by the authority.	99.60%	99.70%	99.50%	This level of performance means that the council is one of the highest performing district councils in the country.
	Government Target: Top Quartile				

Ind Code	Indicator Description	2006/07 Actual	2007/08 Actual	2007/08 Target	Comments
BV11a	Percentage of top 5% of LA earners that are women.	33.87%	35.48%	36.00% (2009/10) tbc	Although the Council's performance has shown improvement in all three of these indicators over the past year, we aim to improve the diversity of our workforce still further by implementing our People Strategy, and developing our workforce and succession planning.
BV11b	Percentage of top 5% of LA earners who are from an ethnic minority.	2.00%	3.00%	4.30% (2009/10)	
BV11c	Percentage of top 5% of earners with a disability.	0.00%	3.00%	2.00% (2009/10)	
BV12	Number of working days / shifts lost to LA due to sickness absence.	9.3 days	9.26 days	7.90 days	Levels of sickness absence are continuing to fall but are still above target. Work on reducing sickness absence will continue to be a priority in 2008-09.
Government Target: Top Quartile					

Ind Code	Indicator Description	2006/07 Actual	2007/08 Actual	2007/08 Target	Comments
BV14	Percentage of workers retiring early as a percentage of the total workforce.	0.27%	0.55%	0.20%	The organisation continues to go through an extended period of restructuring resulting in performance against this indicator exceeding our target. Early retirements are only agreed where there are clear organisational reasons for doing so.
	Government Target: Top Quartile				
BV15	Percentage of employees retiring on grounds of ill health as a percentage of total workforce.	0.18%	0.36%	0.30%	This percentage increase represents 2 additional employees retiring on grounds of ill-health. A strict policy is in place to carefully consider and manage each ill health retirement.
	Government Target: Top Quartile				
BV16 a&b	<p>a) Percentage of local authority employees declaring that they meet the Disability Discrimination Act 1995 disability definition compared with</p> <p>b) The percentage of economically active disabled people in the authority area.</p>	<p>1.8%</p> <p>10.74% in local area</p>	<p>1.96%</p> <p>10.74% in local area</p>	<p>2.5% rising to 2.75% by 2009/10</p>	<p>Progress against this indicator has been disappointing. The City Council has begun working with the Papworth Trust's Engaging Employers Programme in order to improve performance. Papworth will work together with Council managers to identify potential job opportunities for people with disabilities.</p>

Ind Code	Indicator Description	2006/07 Actual	2007/08 Actual	2007/08 Target	Comments
BV17 a&b	a) Percentage of local authority employees from ethnic minority communities compared with b) the percentage of the economically active ethnic minority community population in the authority area.	6.7%	7.0%	7.5% by 2009/10 tbc	Our performance against this indicator is now amongst the best for all district councils. The Council's Diversity in Employment Action plan identifies further actions to improve performance.
BV156	Percentage of authority buildings open to the public in which all public areas are suitable for, and accessible to, disabled people.	37.50%	45.80%	36.00%	Major refurbishment to Mandela House with the opening of the Customer Service Centre, and improvements to the accessibility of the office of City Homes South have led to significant improvement against this indicator.

Community Safety performance indicators

Ind Code	Indicator Description	2006/07 Actual	2007/08 Actual	2007/08 Target	Comments
BV126	Domestic burglaries per 1,000 households.	20.5	16.5	13.9	Reducing the number of domestic burglaries is a priority for the Community Safety Partnership for 2008/11. Over the past year police pro-active operations and crime prevention work have particularly focussed on the north of the city and have resulted in an improvement in performance against this indicator.
BV127a	Violent crime per 1,000 population.	17.4	23.7	18.4	Worsening performance against this indicator is partly due to a change in the way in which the indicator is calculated but also reflects an increase in common assault offences, and an increase in the number of assaults on police officers.

Ind Code	Indicator Description	2006/07 Actual	2007/08 Actual	2007/08 Target	Comments
BV127b	Robberies per 1,000 population.	1.4	1.7	1.3	
BV128	Vehicle crimes per 1,000 population.	9.7	10.9	9.9	Worsening performance against this indicator is partly due to a change in the way in which the indicator is calculated but is also due to a number of offences caused by a small group of offenders. Police operations in the city have led to the arrest of some of the main offenders.
BV174	Number of racial incidents recorded by the authority per 100,000 population.	26.60	12.70	No target set	Joint work between the Police and the Housing Office has led to a reduction in the number of racial harassment cases.
BV175	Percentage of racial incidents that resulted in further action.	94.00%	93.00%	No target set	
BV225 (was BV176)	Checklist of actions against domestic violence.	100.00%	100%	100%	

Housing Services

The Housing Service seeks to ensure that all Cambridge citizens are able to live in a decent home by:

- Maintaining and refurbishing council housing, and supporting the development of new affordable housing, in the public and private sector, that achieves high environmental standards of energy efficiency, minimal carbon emissions, and maximum waste recycling.
- Delivering high quality services. Enabling tenants and residents to have influence over the way we manage services and set priorities. Understanding the diverse needs of our customers. Being open and accountable to service users. Providing services through partnerships and other providers where this is the best option.
- Creating and maintaining estates in which our tenants and other residents feel safe and secure. Working in neighbourhoods with other partners to effectively address issues that reduce the quality of life.
- Promoting the successful delivery of new affordable housing that meets the needs of the city, and that creates good places to live for all residents regardless of tenure.

In 2007-08 we:

- Launched 'Home - Link', a lettings scheme, which allows those wanting subsidised public housing to make choices on the basis of much better information.
- Decreased the average time taken to re-let local authority housing by 7.8 days compared to 2006-07.
- Achieved our target to improve the energy efficiency of Council owned dwellings.
- Fitted energy-saving bulbs to all lighting on stairways and communal passages in the Council's own housing stock.
- Reduced the number of rough sleepers in Cambridge. Our last count found only one rough sleeper.

- Launched a Black and Minority Ethnic Community (BME) Housing Strategy to help us to deliver Housing Services that meet the needs of Cambridge's growing BME population.

In 2008-09 we will be:

Working to develop new affordable housing in a sustainable way that contributes to reduced levels of carbon emission.

Contributing to a sub regional housing strategy and producing local housing plans that fit with it.

Improving the quality of our housing stock by continuing to work towards achieving the National Decent Homes standard by 2010.

Continuing to improve the energy efficiency of all City Homes properties.

Monitoring and reviewing the success of 'Home – Link', a lettings scheme introduced in February 2008, which allows those wanting subsidised public housing to make choices on the basis of much better information.

Producing a comprehensive Older Persons Housing Strategy for Cambridge to help us provide suitable housing and support as the numbers of older people living in Cambridge increases.

Working with partner agencies to establish a Homelessness Assessment Centre in Cambridge to provide high quality support, accommodation and assessment for service users.

Working with other participating authorities to identify suitable sites for 15 pitches for Gypsy & Traveller families.

Seeking to reduce crime and improve the safety of our city by implementing, with the Police and other partners, our new Community Safety Strategy.

Making improvements to the Ekin Road estate by enforcing tenancy rules and making repairs and other physical improvements such as refurbishing garden sheds and improving communal areas.

Performance Indicator Tables

Housing Services

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Housing and related services performance indicators

Ind Code	Indicator Description	2006/07 Actual	2007/08 Actual	2007/08 Target	Comments
Strategic Objectives					
BV63	Energy Efficiency - the average SAP (Standard Assessment Procedure) rating of local authority owned dwellings.	67	69	69	Improving our SAP rating helps to reduce carbon emissions and also helps to prevent fuel poverty.
BV64	The number of private sector vacant dwellings that are returned into occupation or demolished during the financial year as a direct result of action by the authority.	12	17	12	Empty homes have been a priority over the last 5 years and a lot of resource has gone into bringing them back up to standard. Gradually the number that we are finding is diminishing.
Cost and efficiency					
BV66a	Rent collection and arrears: proportion of rent collected.	98.00%	98.34%	98.00%	

Ind Code	Indicator Description	2006/07 Actual	2007/08 Actual	2007/08 Target	Comments
BV66b	Rent collection and arrears: percentage of tenants more than seven weeks in arrears.	4.52%	3.75%	<10%	We operate a policy of serving Notices Seeking Possession early. As a result issues can be identified early and evictions due to rent arrears are minimised.
BV66c	Rent collection and arrears: percentage of tenants who have had Notices Seeking Possession served.	13.00%	14.16%	<10%	
BV66d	Rent collection and arrears: percentage of tenants evicted due to rent arrears.	0.32%	0.24%	<1%	
Fair Access					
BV74	Satisfaction of tenants of council housing with the service provided by their landlord:- a) Overall. b) from BME respondents. c) from non-BME respondents.	78% 61% 79%	Not collected	No target set	This survey takes place every three years and was last undertaken in 2006-07.

Ind Code	Indicator Description	2006/07 Actual	2007/08 Actual	2007/08 Target	Comments
BV75	Satisfaction of tenants of council housing with opportunities for participation in management. a) Overall. b) from BME respondents. c) from non-BME respondents.	57% 55% 58%	Not collected	No target set	This survey takes place every three years and was last undertaken in 2006-07.
BV164	Does the authority follow the Commission for Racial Equality's code of practice in rented housing & the Good Practice Standards for social landlords on tackling harassment?	Yes	Not collected	No target set	Indicator deleted for 2007/08
BV183	The average length of stay (weeks) by households inc. dependant children or a pregnant woman (unintentionally homeless & in priority need) in:- a) bed & breakfast accommodation. b) hostel accommodation.	2.2 0	Not collected 0	No target set 0	BV183a is deleted for 2007/08

Ind Code	Indicator Description	2006/07 Actual	2007/08 Actual	2007/08 Target	Comments
BV202	Number of people sleeping rough on a single night within the area of the authority.	5.5	1.00	10	The council has worked hard to reduce the number of rough sleepers in Cambridge but this count took place on a night when cold weather provision was available and so the figure may be lower than it might otherwise have been.
BV203	Percentage change in the average number of families which include children or pregnant women, placed in temporary accommodation.	-8.00%	Not collected	No target set	Indicator deleted for 2007/08
BV 213	Number of households who considered themselves as homeless, who approached the authority's housing advice service, and for whom housing advice casework intervention resolved their situation.	3	5	3	
BV214	Proportion of households accepted as statutorily homeless who were accepted as statutorily homeless by the same authority within the last two years.	3.70%	Not collected	No target set	Indicator deleted for 2007/08
BV184	a) Proportion of LA homes which were non-decent at 1 April 2007.	16% (01/04/06)	15% (01/04/07)	15% (01/04/07)	
	b) Percentage change in the proportion of non-decent LA homes between 1 April 2006 and 31 March 2007.	16%	14%	14%	

Ind Code	Indicator Description	2006/07 Actual	2007/08 Actual	2007/08 Target	Comments
Service Delivery					
BV212	Average time taken to re-let local authority housing.	38 days	30days	35 days	Improvement against this indicator has been a focus for the housing service over the past year.

Housing Benefit and Council Tax Benefit

The City Council is responsible for setting Council Tax each year. Revenue Services are responsible for:

- Collecting the Council Tax each year.
- Calculating and paying Housing and Council Tax benefit.
- Collecting business rates, which are paid to the government.
- Detecting and preventing Benefit fraud.

In 2007-08 we:

- Administered Council Tax and Business Rates collection for 47,494 domestic dwellings and 3,924 business rate properties in the City.
- Improved the take up of Direct payments and payments via the web.
- Increased the percentage of claimants having their benefits paid directly into their bank or building society accounts to 92.7%. This resulted in savings of over £7,000 in the cost of cheques, stationery and postage.
- Reduced the number of days taken to process new benefits claims to 22 days. The Council is now one of the fastest at processing new benefit claims in the country.
- Prepared for the introduction of Local Housing Allowance, a new welfare benefit, from April 2008.

In 2008-09 we will be:

- Transferring our customer service functions into the Customer Service Centre.

- Providing improved on-line facilities for transactions, applications, payments and information and encouraging customers to use them.
- Aiming to continue to process new benefits claims in under 30 days.
- Aiming to reduce benefit fraud.
- Continuing to maximize the Council Tax collection rates and the recovery of Housing and Council Tax Benefit overpayments.

Performance Indicator Tables

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Housing Benefit and Council Tax Benefit

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Service Plans

Revenue and Benefit Services

Housing Benefit and Council Tax Benefit performance indicators

Ind Code	Indicator Description	2006/07 Actual	2007/08 Actual	2007/08 Target	Comments
Fair Access					
BV76	Housing Benefit & Council Tax Security:				
	a) The number of claimants visited, per 1,000 caseload.	256.00	Not collected	No target set	BV76a was deleted in 2006/07
	b) The number of fraud investigators employed, per 1,000 caseload.	0.34	0.23	0.41	
	c) The number of fraud investigations, per 1,000 caseload.	37.69	44.16	10.00	We have changed our monitoring processes so that more claims are now investigated.
	d) The number of prosecutions & sanctions, per 1,000 caseload.	6.53	7.72	7.00	
Management of Resources					
Service Delivery					
BV78a	Speed of processing: a) Average time for processing new claims.	24.0 days	21.8 days	24 days	
	Government target: 36 days				
BV78b	Speed of processing: b) Average time for processing notifications of changes of circumstances.	7.5 days	8.3 Days	8 days	
	Government target: 9 days				

Ind Code	Indicator Description	2006/07 Actual	2007/08 Actual	2007/08 Target	Comments
BV79a	Accuracy of processing: Percentage of cases for which the calculation of the amount of benefit due was correct.	98.20%	96.60%	98.00%	
BV79b	i) Percentage of recoverable Housing Benefit overpayments recovered as a percentage of that identified as recoverable during the period.	82.22%	67.79%	80.00%	There were several very high value Housing Benefit overpayments created during 2007/08, two were each over £28k and the highest 15 amounted to over £175K. We are actively seeking recovery of these debts (one of the £28K overpayments has been recovered in full during 2008/09), but creation of large overpayments adversely affects recovery figures.
BV79b	ii) Housing Benefit overpayments recovered as a percentage of the total amount of Housing Benefit debt outstanding at the start of the period plus the amount of HB overpayments identified during the period.	25.34%	33.52%	10.00%	
BV79b	iii) Housing Benefit overpayments written off as a percentage of the total Housing Benefit overpayment debt outstanding.	4.84%	5.41%	5.00%	
User Satisfaction					
BV80	Percentage of users who either agree or strongly agree that they are satisfied with our benefits office: Facilities for getting in touch. Service in the office. The telephone service. Benefits staff. Forms to be completed. Speed of service.	79% 83% 75% 83% 60% 71%	Not collected	No target set	This survey takes place every three years and was last undertaken in 2006-07.

Environmental Services (including Environmental Health)

Our Environmental Services arrange for the collection of household refuse and trade waste (waste collected from shops, food outlets and offices), and encourage the recycling of as much of it as possible. They are responsible for keeping the City's streets and open spaces clean and encouraging use of the Park and Ride service and public and community transport. The Council is also responsible for the award-winning parking enforcement service. Our Environmental Health service aims to control or remove those environmental factors that could cause disease or injury to people who visit, live or work in Cambridge.

In 2007-08 we:

- Increased our recycling rate to 41.5% which means that the City is amongst the best 25% of authorities in the country for recycling.
- Expanded our recycling services to include a further 63 sites, including more flats and colleges.
- Introduced tetra-pak recycling at four of our main recycling centres.
- Consulted with approximately 300 tenants on how to improve waste and street services.
- Conducted a successful experiment on restricting verge parking in Perne Road and Mowbray Road.
- Introduced a car club in four locations in the City: Queen Anne Terrace and Park Street car parks, Adam and Eve Street and Great Eastern Street.
- Achieved the 'Park Mark' for safer parking for the Castle Hill car park.

In 2008-09 we will be:

- Setting up a recycling site in Dennis Road and another two dry-cell battery-recycling sites.
- Looking at ways to recycle litter collected in the streets.

- Continuing to provide facilities for recycling to blocks of flats.
- Expanding the collection of cardboard and glass from businesses in the City.
- Reducing the amount of waste going to landfill by supporting waste prevention initiatives such as the Real Nappy programme.
- Ensuring that the street cleaning service is able to keep pace with the growth of the City.
- Re-launching the Neighbourhood Links programme of volunteers who will work with council officers to agree priorities for cleaning and maintaining streets and open spaces.
- Extending the car club into further locations and introducing low carbon emission vehicles.
- Using our powers to bring empty houses back into occupation as quickly as possible.
- Continuing to develop and provide information on our website on the standard of food premises in the City.
- Supporting projects in the city that educate people about the safe and appropriate use of alcohol.

Performance Indicator Tables

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Environmental Health

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Property and Building Services
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Tourism
Waste Management

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Environmental Services performance indicators

Ind Code	Indicator Description	2006/07 Actual	2007/08 Actual	2007/08 Target	Comments
Cleanliness					
BV199a	Proportion of relevant land & highways assessed as having deposits of litter & detritus that fall below an acceptable level.	5.2%	8.1%	8.0%	
BV199b	Proportion of relevant land and highways from which unacceptable levels of graffiti are visible.	1%	0%	No target set	
BV199c	Proportion of relevant land and highways from which unacceptable levels of fly-posting are visible.	1%	1%	No target set	
BV199d	The year-on-year reduction in total number of incidents and increase in total number of enforcement actions taken to deal with fly-tipping.	Not collected	See comment	No target set	Data to be provided by DEFRA.
Quality and Fair Access					
BV82a	(i) Percentage of the total tonnage of household waste which has been recycled.	17.09%	17.80%	17.00%	
BV82a (was LPI)	(ii) Total tonnage of household waste which has been recycled.	7,964.87	8,089.42	9,405.00	
BV82b	(i) Percentage of the total tonnage of household waste which has been composted.	22.54%	23.74%	25.00%	
BV82b (was LPI)	(ii) Total tonnage of household waste which has been composted.	10,504.38	10,786.34	11,970.00	

Ind Code	Indicator Description	2006/07 Actual	2007/08 Actual	2007/08 Target	Comments
BV84a	Number of kilograms of household waste collected per head of population.	374.5	385.4	420.00	
BV84b	Percentage change in the number of kilograms of household waste collected per head of population.	-4.86%	2.91%	3.57%	
BV218a	Percentage of new reports of abandoned vehicles investigated within 24hrs of notification.	75.00%	80.00%	80.00%	
BV218b	Percentage of abandoned vehicles removed within 24hrs from the point at which the Authority is legally entitled to remove the vehicle.	80.00%	85.00%	85.00%	
Cost and Efficiency					
BV86	Cost of waste collection per household.	£54.48	£46.49	£54.15	The reduction in the cost of waste collection is as a result of a significant increase in the number of households combined with lower than expected spending on waste collection services.
User Satisfaction					
BV89	Percentage of people satisfied with cleanliness standards.	73%	Not collected	No Target Set	This survey takes place every three years and was last undertaken in 2006-07.
BV90	Percentage of survey respondents expressing satisfaction with: a) Household Waste.	a) 79%	Not collected	No target set	This survey takes place every three years and was last undertaken in 2006-07.
	b) Recycling Facilities.	b) 61%	Not collected	No target set	

Ind Code	Indicator Description	2006/07 Actual	2007/08 Actual	2007/08 Target	Comments
Quality and Fair Access					
BV91a	Percentage of households in the authority's area served by kerbside collection of recyclables.	83.8%	91.60%	95.0%	
BV91b	Percentage of households resident in the authority's area served by kerbside collection of at least two recyclables.	83.8%	91.60%	94.5%	

Environmental Health performance indicators

Ind Code	Indicator Description	2006/07 Actual	2007/08 Actual	2007/08 Target	Comments
BV166a	Score against a checklist of enforcement best practice for environmental health	70.0%	70.0%	80.0%	We are unable to improve this indicator without additional resources being allocated to this area of work which is not a priority for the Council at the current time.
BV216a	Number of 'sites of potential concern' with respect to land contamination.	1,134	1,101	950	A significant number of new sites were discovered during 2007/08 which meant that fewer detailed site investigations to decide whether remediation is necessary were possible. Additional resources have been allocated for 2008/09 to progress this work.
BV216b	Number of sites for which information is available to decide whether remediation of the land is necessary, as a percentage of 'sites of potential concern'.	6%	3%	5%	
BV217	Percentage of pollution control improvements to existing installations completed on time.	100%	83%	100%	The target was not achieved due to non-compliance at one premises with a number of improvements outstanding.

Planning and Development Services

Planning and Development Services are responsible for controlling land use and development in Cambridge, to ensure that new development maintains and enhances the quality and sustainability of the City's environment.

In 2007-08 we:

- Led the development of a Climate Change Charter for Cambridge that commits organisations and businesses in the City to tackling climate change.
- Successfully steered the massive rebuilding of the shopping areas in the historic city centre, including the Grand Arcade and Christ's Lane developments.
- Obtained approval from Government for the Cambridge East Area Action Plan, which will result in the development of 12,000 new homes.
- Gave outline planning permission to developers, with the County Council and South Cambridgeshire District Council, for the development of Trumpington Meadows.
- Adopted an Affordable Housing Supplementary Planning Document, requiring 40% of new housing to be affordable housing and introducing a new approach to building socially rented homes alongside market homes in new developments.
- Adopted a Statement of Community Involvement setting out exactly how the public and other interested parties can be involved in the planning process.
- Carried out a number of successful Environmental Improvement Projects, ranging from hanging baskets on Chesterton High Street and work on the Foster Road allotments, to resurfacing and improving the Campkin Road car park, and improving lights on Parker's Piece and Burleigh Street.
- Began a programme of work to trees in the City, following a full review of all the trees in its parks and open spaces.

In 2008-09 we will be:

- Working in partnership with South Cambridgeshire and the County Council to ensure that new development arising from growth within the Cambridge sub-area is of the highest possible design quality.
- Making sure that essential community infrastructure such as schools, local shops and community centres are included in plans and provided when needed, when giving planning permission for new development within the growth areas of the City.
- Working to promote and support effective community and public transport in Cambridge.
- Launching a new website which sets out clearly the growth plans for the City.
- Enabling planning application documents and drawings to be viewed and commented on on-line.
- Preparing
 - the final Area Action Plan for North West Cambridge for public examination
 - the Master Plan for Cambridge East with the developer
 - the development brief for Cambridge University's Mill Lane site
- Continuing to work to raise awareness about the effects of Climate Change and how residents, organisations and visitors to the city can help reduce its carbon footprint.

Performance Indicator Tables

Planning and Development Services

Service Plans

Development Services
Legal Services and Land Charges
Tourism
Policy and Projects
Environment & Planning Customer and Support Services

Useful Contacts

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Planning performance indicators

Ind Code	Indicator Description	2006/07 Actual	2007/08 Actual	2007/08 Target	Comments
Strategic Objectives					
BV106	Percentage of new homes built on previously developed land.	100.00%	100%	80.00%	
Service Delivery					
BV109	Percentage of applications determined in line with the Government's new development control targets of: - a) 60% major applications within 13 weeks. b) 65% minor applications within 8 weeks. c) 80% other applications within 8 weeks.	73% 66% 83%	63.33% 63.68% 82.78%	65.00% 70.00% 85.00%	There has been an increase in the size, complexity and number of applications received. This, along with new arrangements for processing planning applications introduced to help us manage the high levels of growth in the city and on the city's boundaries, have contributed to a decline in the time taken to process major applications.
Service Quality and User Satisfaction					
BV111	Percentage of planning applicants satisfied with the service received.	58%	Not collected	No target set	This survey takes place every three years and was last undertaken in 2006-07.
BV204	Percentage of appeals allowed against the authority's decision to refuse planning applications.	21.0%	30.2%	25.0%	

Ind Code	Indicator Description	2006/07 Actual	2007/08 Actual	2007/08 Target	Comments
BV205	Compliance with the planning quality service checklist.	94.0%	94.0%	100%	
BV179	Percentage of standard land searches carried out in 10 working days.	99.94%	Not collected	No target set	Indicator deleted for 2007/08
BV200	Does the authority have a development plan that is current and has been adopted in the last five years? If not, are there proposals for adoption of an alteration or replacement within three years?	Yes	Yes	Yes Yes	
BV200a	Did the Local Planning Authority submit the Local Development Scheme (LDS) by 28th March 2005 and thereafter maintain a three-year rolling programme?	Yes	Yes	Yes	
BV200b	Has the Local Planning Authority met the milestones which the current Local Development Scheme (LDS) sets out?	No	No	Yes	26 out of 41 milestones had been met by December 2007. Progress will be up-dated as part of the next annual monitoring report in December 2008.
BV200c	Did the Local Planning Authority publish an annual monitoring report by December 2005?	Yes	Not collected	No target set	Indicator deleted for 2007/08

Leisure Services (including Community Development and Arts and Entertainments)

The City Council's Community Development and Leisure services provide a network of community and leisure facilities and services throughout the City.

These facilities include the City's public parks, commons, recreation grounds, community centres, the Corn Exchange, and some of its swimming pools and sports centres. Services include the Cambridge Card (the City's leisurecard scheme), sports development, the 'exercise referral' scheme, grants to voluntary groups, and a children and youth development and participation service.

In 2007-08 we:

- Won a £200,000 Big Lottery bid to fund a 3-year programme of children's play projects.
- Provided a new bus for the DEC youth project.
- Helped fund a Youth Offending Service's Intervention Officer, to prevent those young people identified as being most at risk, from becoming repeat offenders.
- Provided Safer City grants to schemes that encourage young people to take part in sport and divert them from involvement in anti-social behaviour.
- Refurbished Histon Road recreation ground and the outdoor learner pool at Sheep's Green.
- Carried out a survey of Jesus Green and were awarded a £40,000 grant from the Heritage Lottery Fund to undertake further consultation on how this important green space should be developed and used in the future.
- Saw a 28% increase in the number of school pupils visiting museums and galleries in the City.
- Helped set up the Forever Active Forum to find out what the activity needs are of older people and to seek external funding.
- Launched the Cambridge (Leisure) Card, a loyalty points and discount card, in partnership with Local Secrets.

In 2008-09 we will be:

Preparing a Community Development and Facilities Strategy to help ensure the adequate provision of community facilities and support for all the Major Growth Areas in and on the boundaries of the City.

Working to improve facilities for play and activities for children and young people, including a Playboat to enable children to experience play activities on or near the river.

Working with partners to provide safe activities and meeting places for teenagers.

Working with partner agencies to reduce child obesity in the City.

Supporting the Cambridgeshire Celebrates Age Project in particular initiatives that promote contact between generations.

Refurbishing the children's play area in Thorpe Way installing a new multiple use games area and BMX track there.

Making improvements to Ramsden Square Recreation Ground.

Replacing the Astroturf at Abbey Pool and improving the swimming pool changing facilities.

Offering residents the opportunity to propose local standards for grounds maintenance in their area.

Seeking opportunities to reduce carbon emissions from our Community Centres.

Ensuring that public art is provided in local neighbourhoods as well as the city centre through the implementation of a new Public Arts Strategy.

Performance Indicator Tables

Leisure and Community Services

Useful Contacts

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Service Plans

Arts and Entertainments
Active Communities
Community Development

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Leisure and Community Services performance indicators

Ind Code	Indicator Description	2006/07 Actual	2007/08 Actual	2007/08 Target	Comments
User Satisfaction					
BV119	Percentage of residents by targeted group satisfied with the local authority's cultural and recreational activities: a) Sport/Leisure facilities. b) Folk Museum. c) Corn Exchange. d) Parks/Open spaces, play areas and other community recreation facilities and activities.	a) 67% b) 77% c) 75% d) 90%	Not collected	No target set	This survey takes place every three years and was last undertaken in 2006-07.
BV119 (Cont)	Percentage of users very/fairly satisfied with: a) Sports/Leisure facilities. b) Folk Museum. c) Corn Exchange. d) Parks/Open spaces. Percentage of non-users very/fairly satisfied with: a) Sports/Leisure facilities. b) Folk Museum. c) Corn Exchange. d) Parks/Open spaces.	a) 73% b) 86% c) 83% d) 92% a) 34% b) 41% c) 40% d) 24%	Not collected	No target set No target set	

Ind Code	Indicator Description	2006/07 Actual	2007/08 Actual	2007/08 Target	Comments
BV119 (Cont)	Percentage of ethnic minority respondents very/fairly satisfied with the Council's Cultural and Recreational Services overall.	65%	Not collected	No target set	This survey takes place every three years and was last undertaken in 2006-07.
	Percentage of non-ethnic minority respondents satisfied with the Council's Cultural and Recreational Services overall.	53%		No target set	
	Percentage of female respondents satisfied with the Council's Cultural and Recreational Services overall.	55%		No target set	
	Percentage of male respondents satisfied with the Council's Cultural and Recreational Services overall.	53%		No target set	
Museums					
BV170	a) Number of visits to/usages of museums & galleries per 1,000 population.	115	a) 245	No target set	
	b) Number of those visits that were in person per 1,000 population.	104	b) 107	No target set	
	c) Number of pupils visiting museums and galleries in organised school groups.	1203	c) 1538	No target set	
Conservation Areas					
BV219b	Percentage of conservation areas in the local authority area with an up-to-date character appraisal.	10.00%	16%	No target set	Total of 10 Conservation Areas; those up to date are Storey's Way and about 60% of Central.

Ind Code	Indicator Description	2006/07 Actual	2007/08 Actual	2007/08 Target	Comments
Community Legal Service					
BV226a (was BV177)	Total amount spent by the Local Authority on advice and guidance services provided by external organisations.	£286,904	£290,036	£263,030	
BV226b (was BV177)	Percentage spent on advice and guidance services provision which was given to organisations holding the CLS Quality Mark at 'General Help' level and above.	100.00%	100.00%	100.00%	
Bv226c (was BV177)	Total amount spent on advice and guidance in the areas of housing, welfare benefits and consumer matters which is provided directly by the authority to the public.	£399,030	£424,540	No target set	

The Council's Medium Term Objectives

The Council's vision of the City is of a compact, dynamic, sustainable City with a thriving historic core surrounded by attractive neighbourhoods and green spaces, and where the community as a whole and every person in it matters. There will be strong leadership on environmental issues, and diverse local communities will enjoy a high quality of life in safe, accessible neighbourhoods supported by affordable housing, integrated transport, and good access to leisure and community facilities. Cambridge will continue to foster a strong local economy together with its development as a centre of excellence and a world leader in the fields of higher education and research.

In 2006 the Council adopted some new Medium Term Objectives in order to help us achieve this vision.

Promote Cambridge as a sustainable city, in particular by reducing carbon dioxide emissions and the amount of waste going into landfill in the City and sub-region

We will do this by:

- Working with national, regional and local partners to promote sustainability and agree targets for carbon dioxide reduction
- Taking practical steps towards promoting sustainability and reducing carbon dioxide emissions and waste in the way the council operates
- Improving the energy rating of housing, offices and other buildings in the city
- Working with local communities, organisations and businesses to help people understand how they personally can make changes to live more sustainably and contribute to carbon reduction

- Encouraging sustainable waste management through waste minimisation, re-use and recycling

Ensure that residents and other service users have an entirely positive experience of dealing with the Council

We will do this by:

- Consulting residents and service users so that we know what is important to them and providing opportunities for involvement in the council's decision making
- Managing the performance of our services to ensure they are efficient, cost effective and focused on what matters to service users
- Managing housing and housing estates owned by the Council in a way which involves tenants and responds to their needs

- Promoting equality of opportunity for all and celebrating diversity
- Delivering services in a fair and equal way to all sections of the community
- Encouraging young people to participate in the Council's decisions
- Developing the skills of officers and members in working with young people

Maintain a healthy, safe and enjoyable city for all, with thriving and viable neighbourhoods

We will do this by:

- Providing attractive clean streets, neighbourhoods and open spaces
- Reducing levels of crime and fear of crime through working with partners to deliver the Cambridge Community Safety Strategy
- Supporting a flourishing and diverse voluntary and not-for-profit sector
- Ensuring Cambridge residents can access a range of sports, arts, recreational and community facilities and activities

- Working with partners to achieve better health outcomes for those who live and work in Cambridge
- Working with voluntary and statutory agencies to reduce homelessness in the City and tackle its consequences
- Working with the County Council in partnership with young people and others to improve services to children and young people

Lead the growth of Cambridge to achieve attractive, sustainable new neighbourhoods, including affordable housing, close to a good range of facilities, and supported by transport networks so that people can opt not to use the car

We will do this by:

- Using our influence in partnership working across the sub-region
- Ensuring that the views of residents and other stakeholders are taken into account in debating the growth agenda, and that the Council represents these views in the key decisions taken by partners
- Working to maximise the supply of affordable housing in the City and to ensure Cambridge residents have safe, decent and energy efficient homes

- Applying our planning policies so that new housing of all tenures is close to a good range of facilities with high standards of design
- Promoting more sustainable modes of transport including effective public transport, pedestrian and cycle networks
- Ensuring that the growth of the city is not accompanied by matching growth in private car traffic
- Promoting best practice in urban design and the provision of green space in the City

In tackling all these issues we will

- Put service to the public first
- Treat everyone fairly and strive to treat all as rational people able to make up their own minds
- Strive to provide services on the basis of need rather than ability to pay

- Encourage and welcome innovation, the acquisition of new skills and learning in the city as whole, and invest in the training and development of our staff
- Provide services in partnership or through other providers where this is the best option
- Work to maximise our resources by delivering services as efficiently as possible; working in partnership with others, in particular continuing to negotiate with Cambridgeshire Horizons for a fair share of resources to ensure delivery of infrastructure to support the City; and lobbying the Government for increased funding to implement Cambridge's challenging growth agenda, together with powers to set the high standards necessary for sustainable development
- Continue to make the case for a new system of local government funding which is predictable and fair, where levels of local tax are more directly related to local decisions on services, and with tax bills based on each resident's ability to pay

Service Plans

All Council services publish a Service Plan. These plans set out what each service has achieved over the past year, what its objectives and targets for performance are for the coming financial year and the two subsequent years, and how the service contributes to the Council's Medium Term Objectives.

Our list of plans is shown below:

- Accountancy and Support Services
- Active Communities
- Arts and Entertainments
- Bereavement Services
- CCTV
- City Centre Management
- Community Development
- Customer Services
- Democratic Services
- Development Services
- Environmental Health
- Housing General Fund
- Housing Revenue Account
- Human Resources
- ICT Client Services
- Internal Audit
- Legal Services and Land Charges
- Parking Services
- Policy and Projects
- Procurement
- Property and Building Services
- Revenues and Benefits
- Strategy and Partnerships and Corporate Management
- Street Services
- Tourism
- Waste Management

Have Your Say

We would like to hear your views on our Best Value Performance Plan. We are also interested in any comments you may wish to make about the Council's services. This information will help us think about how we produce our plan next year. It will also help us to improve our services to meet the needs of Cambridge citizens.

Please contact:

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Please let us know if you would like to receive a copy of this plan in another format or language.