

Cambridgeshire Local Council Development Plan 2017-2022

**Realising the potential of town and parish councils to
improve the lives of people in Cambridgeshire**



Introduction

Our development plan is the first of its kind in Cambridgeshire and acts as a starting point for the sharing of ideas, ambitions and aspirations for Cambridgeshire's local council sector.

Who helped write our plan?

Our plan has been written with local councils, clerks and councillors, support organisations, the voluntary sector and district and county councils, and is based on the results of the first ever survey of local councils.

Our plan has been written with representatives from the following organisations.

- Alconbury Weston Parish Council
- Doddington Parish Council
- Great Staughton Parish Council
- Great Wilbraham Parish Council
- Histon and Impington Parish Council
- Horningsea Parish Council
- Mepal Parish Council
- Sawtry Parish Council
- Shepreth Parish Council
- Somersham Parish Council
- Swavesey Parish Council
- Wisbech Town Council
- Yaxley Parish Council

The following organisations have been involved in the development of this plan and will be involved in its delivery.

- Cambridgeshire ACRE
- Cambridgeshire and Peterborough Association of Local Councils
- Society of Local Council Clerks (Cambridgeshire Branch)
- Support Cambridgeshire
- Cambridgeshire County Council
- East Cambridgeshire District Council
- Fenland District Council
- Huntingdonshire District Council
- South Cambridgeshire District Council

These partners have come together in a stakeholder group, which is open to representatives from local councils, district and county councils and support organisations. The group has been fundamental in the development of this plan and gives a strong voice for the work undertaken.



Why is a plan needed?

We want to work better together to support and help realise the enormous potential of local councils by:

- extending opportunities for networking, shared learning and partnership
- improving standards of local councils so they can make the most of current and future opportunities, and
- increasing the capacity of local councils so they are vibrant, dynamic and effective and able unlock the potential of their communities.

What is our vision?

“All local councils have the potential to deliver benefit to their communities through the activities they undertake. This potential exists no matter the differences in terms of finances, size of population and types of activities they undertake.”

Town and Parish Councils are also known as local councils as they can include city, neighbourhood or community councils. Local councils are statutory and are the first tier of local government in England. All are independently elected and raise a precept – a form of council tax from the local community.

What are the new opportunities

Legislation such as the Localism Act 2011 and the Cities and Local Government Devolution Act 2016, gives local councils new opportunities for their communities.

There is pressure upon local councils to respond to change in order to realise these opportunities and improve communities. The challenge is to embrace change through tackling fundamental issues that affect the smooth running of local councils, so they can have a stronger voice and identity as community leaders.

Our plan will help support the aspirations of the National Association of Local Councils (NALC) National Improvement Strategy for Parish and Town Councils (2017–2022) by focusing support for all the 211 local councils in Cambridgeshire. We will draw upon the national expertise, training and programmes offered through NALC, the Society of Local Council Clerks (SLCC) and the Department for Communities and Local Government (DCLG).

How do local councils make a positive difference?*

Creating culture

Local councils give their time, expertise, resources and coordinate local activity. They provide local venues and facilities, build networks and support or provide grants to groups who deliver a range of activities and opportunities for local people.

Shaping places

Local councils have the ability to shape the future of their communities through their role in the planning system and their role in management and ownership of local assets.

Delivering services

Local councils have discretionary powers to provide and maintain local services which can make a huge contribution to their communities, for example, providing transport, contributing culture and leisure provision, managing open spaces or meeting housing, health and some social care needs.

Building communities

Local councils can support communities to build their capacity and resilience by encouraging people to get more involved and volunteer. They are well placed to see the potential of their community and can coordinate community activity.

Building democracy

Their democratic mandate, ability to raise a precept and the legislation that governs the transparency of their processes and finances, local councils hold a unique position and legitimacy within their communities.

* Adapted from National Improvement Strategy for Parish and Town Councils (2017 – 2022)

Improving people's lives

Enhancing the lives of those living within the local community is at the heart of public service. Local councils have numerous opportunities to do this by instigating and supporting projects to encourage healthy living, reduce isolation, prolong independence and support more vulnerable residents.

Understanding the local community profile can inform decision making, for example, it can be helpful to understand how many people live alone, receive social care, are on income support, have a disability, live with dementia, are unemployed, or are on the waiting list for social housing.

Find out more at www.cambridgeshireinsight.org.uk/census-2011/census-data-and-profiles/parishes

Local council survey results

There are 211 local councils in Cambridgeshire with a similar number of clerks and around 1,500 councillors working towards improving community well-being and providing better services at a local level. We recognise that there are a number of parish meetings across the county and will encourage their representatives to be equally involved in this plan.

To understand the current picture of local councils, two surveys – one for clerks and the other for councillors – ran during early 2017. The full results reports for each survey can be found at www.cambsparishes.wordpress.com. An overview is given below.

55%

of invited clerks responded (130 responses)

55%

of invited local councils gave responses from one or more councillor (372 responses)

Local council councillors

89% are over 45

50% have been a councillor for 5+ years, 27% for more than 10 years

63% of respondents had been elected, with the remaining 37% co-opted

45% had a formal induction when they started

79% said they have read and understood their clerk's job description

81% say they understand the clerk's role 'well' or 'very well'

73% believe a regular performance review of the clerk is undertaken

79% say they have complete confidence in their clerk

Local council clerks

87% are over 45

60% have been in post for more than 5 years

72% of councils employ their clerk for less than 20 hours per week. 54% feel they can do their work in the time allowed, the rest say they work voluntary hours to complete work they are expected to do

41% had a formal induction when they started

93% have a written job description and 94% have a contract of employment

53% feel their councillors understand the clerk's role either 'well' or 'very well'

57% receive a regular performance review

93% feel valued by their councillors

Local council councillors

Local council clerks

49% said they didn't know whether their clerk is Certificate of Local Council Administration (CiLCA) qualified

44% hold a CiLCA qualification

71% have attended formal training for the role of councillor

Of those who aren't CiLCA qualified, 51% would consider taking the training and 53% believe their council would pay for this

86% would be prepared to undertake training to better equip them for their role

47% believe information and knowledge is shared 'well' or 'very well' between clerks

48% said that they sometimes feel challenged by the decisions they are asked to make due to gaps in their knowledge

55% said they have gaps in their knowledge and sometimes feel challenged by the tasks asked of them

4% believe the support available to local councils in Cambridgeshire is 'Very Good'

14% believe the support available to local councils in Cambridgeshire is 'Very Good'

Councillors appear to be unsure of the support their council has bought into

74% report that they are a member of the Society of Local Council Clerks

44% use Facebook and 20% use Twitter

47% use Facebook and 17% use Twitter

95% feel prepared to work with fellow councillors to face up to future challenges

64% feel equipped to guide their council as it faces future challenges

Both clerks and councillors would rather attend district-based events and topic-based seminars and are happiest to receive information by email.

Top five training topics

Local council councillors

Planning considerations
Section 106/Community Infrastructure Levy (CIL)
Funding projects
Neighbourhood planning
Housing

Local council clerks

Community engagement
Section 106/Community Infrastructure Levy (CIL)
Devolution (legislation and government policy)
Managing local council accounts and managing electronic records
Using social media

Local Council Award Scheme

The Local Council Award Scheme offers councils the opportunity to show that they have met the standards set by the sector and to put in place a framework for continued improvement. The majority of Cambridgeshire local councils have not engaged yet in the scheme. In fact, nearly two thirds of clerks say their council has decided against pursuing an award under the Local Council Award Scheme. Reasons for not wishing to apply include:

- the parish being too small (and having insufficient resources)
- the clerk having insufficient hours to pursue
- the clerk not being CiLCA qualified which is believed to be a pre-requisite
- the council not perceiving any benefit to securing the award, and
- not understanding the process.

Councillors, in particular, expressed some confusion about the scheme about who can apply and what the benefits might be.

The challenges identified

Each local council will have a unique set of challenges to face over the coming years but some common themes that emerged from the surveys, included:

- devolution of services from county and district councils versus resources within the parish and inadequate support
- budget savings at other local authorities, which have an impact on parish life/lack of funding/balancing budgets/keeping precepts down
- lack of support from district and county councils due to budget savings and change of policies
- planning and local plan concerns/pressure for more housing/meeting government building targets/associated infrastructure/neighbourhood planning/large scale housing development and the infrastructure implications of development/loss of rural nature of communities due to over-development
- issues with councillors – understanding of the role/quality/training/hidden agendas/filling vacancies and retaining members/apathy and unwillingness from people to stand for the position of councillor/finding people prepared to stand as local councillors/councillor workload
- relationship building and engagement with wider (uninvolved) community/engaging the public and finding volunteers
- increased demands from members of the public
- communications with county and district councils, and
- highways issues including road safety, speeding, traffic control and street lighting.



Support

- 79% of councils are members of the Cambridgeshire and Peterborough Association of Local Councils
- 51% of clerks are members of the Society of Local Council Clerks
- 61% of councils are members of Cambridgeshire ACRE

Although these memberships offer different types of support, many are not a member of any sort of support organisation which means they may be operating in isolation and are likely to be missing out on vital support services available to them.



What needs to happen

Local councils are aware of the greater responsibility for delivering their own improvements but require the support offered to be better aligned to their needs and many are already taking up these opportunities.

They recognise the need to engage better with:

- district and county councils, particularly if wishing to consider the devolution agenda and/or neighbourhood planning, housing provision, highways, planning issues and community well-being
- their local communities to gain the support of local people in enabling voluntary efforts and taking the lead at a local level to support projects linked to community wellbeing, and
- the sector-specific organisations, such as Cambridgeshire and Peterborough Association of Local Councils, Cambridgeshire Society of Local Council Clerks and Cambridgeshire ACRE, who through membership schemes and other funding offer advice, support and training.



There is an unquestionable need to strengthen support, engagement and collaboration between district and county councils, sector-specific organisations and the voluntary sector to support local council aspirations for their communities. Bringing together local councils, councillors and clerks to work alongside a strengthened collaboration of support organisations and district and council councils is seen as key to supporting improvement.

How will we deliver the action plan?

The action plan identifies the clear actions which partners feel are priorities over the next 5 years and which, if completed, are seen to have the greatest benefit to Cambridgeshire's local councils. A key lead partner is identified for each action to add accountability for delivery. The lead partner is seen by the partnership as the best partner to lead that action but, where necessary, will work in collaboration with other partners to achieve delivery. All partners have agreed, within the resources available to them, to be jointly responsible for ensuring the action plan is delivered and for measuring the impact these actions are having in supporting local councils to improve the lives of their local communities.

How can we learn from each other?

Dialogue will be encouraged between local councils through peer support to share expertise by clustering councils; mentoring schemes; sharing examples of best practice, including case studies; and peer visits to offer support.

How will we measure success?

Partners have developed a partnership agreement which sets down how they will work together. A project management framework will enable the monitoring and reporting on action plan progress. Annually, a report on progress will be provided to all local councils, as well as a number of cases studies prepared to share good practice. This will enable all local councils to see progress against the planned actions and also provide opportunities to celebrate the successes.

The local council surveys will be repeated every two years to measure improvement. The 'How will we know we have been successful?' element of the plan sets the social impact measurements for each area of improvement.

A measure of success will be the increased reach to all local councils and being proactive to engage those not currently engaging in the support available. Other measures of success will be monitoring the use of powers give under the Localism Act 2011 such as Neighbourhood Planning, Community Rights and devolved services.

Who will resource this plan?

Cambridgeshire ACRE facilitates the partnership and employs a part-time Town and Parish Council Development Officer, funded through Cambridgeshire County Council via the Support Cambridgeshire contract; Cambridgeshire ACRE membership fees and Defra (part of grant to improve and sustain rural services through Rural Community Council funding). This funding will also resource some topic-based events, data collection, an annual conference, peer support and volunteering and communications through publications, social media and a website.



A majority of the actions identified will be funded through bringing together resources already available to partners but increasing their effectiveness through a partnership approach.

For example:

- CAPALC run a comprehensive training programme for councillors and clerks
- district and county council hold advice, training and networking meetings
- SLCC supports clerks through training and networking events, and
- Cambridgeshire ACRE has connected community-based programmes and runs a neighbourhood planning service.

Many other locally and nationally based voluntary organisations, working in Cambridgeshire, offer useful practical advice, across a range of specialisms that support community well-being.

Some actions in the plan are ideas for more innovative approaches; this is new untested work which is currently not funded. Partners will work together to share new ideas and seek further funding to achieve these actions.

How will we improve communications?

A new website (www.cambsparishes.wordpress.com) has been launched to give improved access to information, an events/training calendar and resources.

Social media (www.twitter.com/cambsparishes and www.facebook.com/cambsparishes) will be used to build a better networked online community of local councils.

Work with clerks and councillors to improve social media knowledge and usage will, over time, aim to build social media interactions between councils, again facilitating peer support and exchange of good ideas.

Action plan

The following pages show the agreed partnership actions that will be taken between 2017 and 2022.

Clerks' employment and training

Area of concern	Actions	Outputs	How we will know we have been successful
<p>Less than half of clerks received a formal induction into their role and only half of clerks receiving a regular performance review.</p> <p>Over half of clerks feel councillors do not have a particularly good understanding of the role they perform.</p> <p>Not all councillors have read and understood their clerk's job description and a quarter stated they understand the role of the clerk 'very poorly'.</p>	<p>Make updated versions of Improvement Development Board Local Council Guides, including 'Being a Good Employer' more readily available for all local councils to use. (Lead: CAPALC)</p>	<p>Guides entitled 'Being a Good Employer'; 'Good Councillor Guide'; 'Good Councillor Guide to Finance'; and 'Good Councillor Guide to Neighbourhood Planning' available to download from CAPALC website.</p>	<p>An increase in clerks reporting that they feel councillors have a good understanding of the role they perform.</p> <p>An increase in clerks reporting they receive a regular performance review.</p> <p>A decrease in the number of clerks reporting they feel they have gaps in their knowledge and sometimes feel challenged by tasks asked of them.</p>
	<p>Produce a template induction pack to support a best practice approach to inducting a clerk when they are new to a council role. (Lead: SLCC Cambs Branch)</p>	<p>One clerk induction pack produced.</p>	
	<p>Establish a clerk to clerk peer mentoring scheme to give support to new clerks during their first 100 days. (Lead: SLCC Cambs Branch)</p>	<p>One mentoring scheme established.</p>	
	<p>Hold councillor training on best practice in employment of a clerk and managing performance appraisals. (Lead: CAPALC)</p>	<p>Three councillor training sessions held.</p>	
	<p>Hold topic-based sessions for clerks and councillors on expectations of each other's role and working together. (Lead: CAPALC/SLCC Cambs Branch)</p>	<p>Two topic sessions held.</p>	

Area of concern	Actions	Outputs	How we will know we have been successful
Over a quarter of clerks are not members of the SLCC and lack the knowledge and understanding of what SLCC does.	Produce a locally-focused publicity pack detailing the value of joining SLCC for clerks. (Lead: SLCC Cambs Branch)	One publicity pack produced.	An increase in the number of clerks in membership of SLCC.
	Run an annual local publicity campaign to promote SLCC membership. (Lead: SLCC Cambs Branch)	Five publicity campaigns undertaken.	
Clerks have low usage of social media and other technologies, which are increasingly used as tools to communicate and engage people in their local communities.	Write an advice note on protocols for use of social media and Transparency Funding. (Lead: CAPALC)	One advice note provided.	An increase in clerks and councillors reporting confidence on the protocols to follow when using social media.
	Hold social media training for clerks and councillors on protocols for use of social media and Transparency Funding. (Lead: CAPALC)	Three training sessions held.	An increase in the number of local councils with a Twitter feed; a Facebook page; and an independent council-run website.
	Run a topic-based training session to facilitate learning about digital technologies. (Lead: Cambs ACRE)	One topic-based training session held.	An increase in the number of clerks reporting their council uses digital technologies to support services and social innovation at a community level.
	Submit a funding proposal to NESTA for project to support clerks with how they can use social media to enable community engagement and local council services. (Lead: Cambs ACRE)	One funding bid submitted.	

Area of concern	Actions	Outputs	How we will know we have been successful
Half of clerks feel their contracted working hours are not sufficient to carry out the work required of them.	Investigate and write report on the issues of contracted working hours with guidance for councils on expectations across different aspects of council administration. (Lead: SLCC Cambs Branch)	One report published.	<p>An increase in clerks reporting their contracted hours as sufficient to carry out the work required of them.</p> <p>An increase in clerks reporting they feel valued and appreciated by their employers.</p>
	Provide a template timesheet that can be used by clerks to record hours worked enabling them to discuss workload with their employers. (Lead: CAPALC)	One timesheet template devised and provided.	
	Produce report on skills, expertise and expectations of the clerk's role when taking on the development of local projects. (Lead: Cambs ACRE)	One report published.	

Area of concern	Actions	Outputs	How we will know we have been successful
<p>Just over half of the clerks who responded are not CiLCA qualified and, of those who are not qualified, only half would consider undertaking the necessary training.</p> <p>Just over half of clerks feel they have gaps in their knowledge and sometimes feel challenged by tasks asked of them.</p>	Raise awareness of the Introduction to Local Council Administration The Essential Knowledge (ILCA) online Level 2 course. (Lead: SLCC Cambs Branch)	One ILCA training publicity leaflet produced.	<p>An increase in the number of clerks attending CiLCA training and achieving qualification.</p> <p>A decrease in the number of clerks reporting they have gaps in their knowledge and sometimes felt challenged by tasks asked of them.</p>
	Deliver CiLCA Level 3 training in the County. (Lead: CAPALC)	10 CiLCA training courses delivered.	
	Produce CiLCA training publicity leaflet aimed at making CiLCA qualification the norm and circulate to all local councils encouraging them to make qualification a requirement of any clerk job offer and to finance training if required by their clerk. (Lead: CAPALC)	One CiLCA training publicity leaflet produced.	<p>An increase in attendance at training and other events by clerks.</p> <p>An increase in clerks who are aware of that training can contribute to the collection of Continuing Professional Development points.</p>
	Include ILCA and CiLCA training publicity leaflets in new clerk induction pack. (Lead: SLCC Cambs Branch)	ILCA and CiLCA publicity leaflets included in clerk induction pack.	
	Hold ongoing programme of peer learning events, training events, on training needs identified by clerks to reduce gaps in knowledge ensuring clerks are aware these event contribute to Continuing Professional Development (CPD). (Lead: CAPALC and SLCC Cambs Branch for statutory subjects/ Cambs ACRE for non-statutory subjects)	20 topic-based events held for clerks and councillors.	
	Hold a local council conference and then review need for further annual and countywide events. (Lead: Cambs ACRE/CAPALC/ SLCC Cambs Branch)	One conference held.	

Area of concern	Actions	Outputs	How we will know we have been successful
Continued from previous page	Develop a clerk to clerk support network through linking neighbouring parishes together, in order to help clerks share knowledge and expertise. (Lead: SLCC Cambs Branch)	One clerk to clerk support network piloted.	
	Investigate and report on feasibility of training a new cohort of clerks and providing work experience/apprenticeships to encourage younger people to consider profession as a career. (Lead: CAPALC)	One investigation report published.	
	Maintain online calendar to promote the training and events offered by all partners collecting information and updating monthly. (Lead: Cambs ACRE)	One online calendar in place and being used by all partners to promote training events.	
Clerks see no or limited value in the Local Council Award Scheme and feel the extra work involved gives no long term benefit. Councillors see no or limited value in the Local Council Award Scheme with many showing lack of awareness of the scheme.	Create a locally-focused webpage and leaflet including case studies to promote the LCAS. (Lead: CAPALC/Cambs ACRE)	One webpage and one leaflet produced.	An increase in the number of local councils reaching an award level under the LCAS. An increase in the number of local councils who have discussed LCAS and made a decision on whether to pursue.
	Run annual email publicity campaign to promote LCAS to local councils. (Lead: CAPALC/Cambs ACRE)	Four email campaigns sent out.	
	Raise profile of LCAS by holding a topic-based training session aimed at both clerks and councillors explaining the benefits of taking part. (Lead: CAPALC/Cambs ACRE)	One topic-based event held.	

Councillors' role and training

Area of concern	Actions	Outputs	How we will know we have been successful
Councillors are mostly from an older age range with concerns about succession planning.	Undertake promotional activity to raise the profile of the merits of being a councillor and to explain the role. (Lead: CAPALC)	Three promotional events undertaken.	An increase in the number of new councillors coming forward to sit on local councils.
<p>Less than half of councillors received a formal induction into their role and a quarter have received no formal training.</p> <p>Half of councillors say there are gaps in their knowledge and they are sometimes challenged by the decisions they have to make.</p> <p>Over a quarter of councillors have never received any training.</p> <p>86% of councillors would be prepared to undertake training, or further training, to better equip them for their role.</p>	Produce template induction pack to support a best practice approach to inducting a councillor when new. (Lead: CAPALC)	One template induction pack produced.	<p>A decrease in the number of councillors reporting they have gaps in their knowledge and they are sometimes challenged by the decisions they have to make.</p> <p>An increase in the percentage of councillors who have undertaken formal training.</p> <p>An increase in attendance at training and other events by councillors.</p>
	Develop online training resources to support councillors' preferred learning style and request for self-guided learning opportunities. (Lead: CAPALC)	One self-learning course launched.	
	Maintain online calendar to promote the training and events offered by all partners collecting information and updating monthly. (Lead: Cambs ACRE)	One online calendar in place and being used by all partners to promote training events.	
	Undertake promotional activity (emails and social media) to raise awareness of training course and events. (Lead: Cambs ACRE)	20 promotional campaigns sent to local councils.	
	Hold ongoing programme of peer learning events, training events, on training needs identified by councillors to reduce gaps in knowledge. (Lead: CAPALC and SLCC Cambs Branch for statutory subjects/Cambs ACRE for non-statutory subjects)	20 topic-based events held for clerks and councillors.	
	Hold a local council conference and then review need for further annual and countywide events. (Lead: Cambs ACRE/CAPALC/SLCC Cambs Branch)	One conference held.	

Area of concern	Actions	Outputs	How we will know we have been successful
Councillors were unsure which support organisation they are members of.	Publish and keep updated a directory of services that highlights all sector-specific support services, local authority support and voluntary sector support. (Lead: Cambs ACRE)	One service directory maintained.	<p>An increase in the number of councillors who rate sector-specific support as 'Good' or 'Very Good'.</p> <p>An increase in the number of local councils holding membership of Cambridgeshire ACRE and/or CAPALC.</p>
	Create spreadsheet of management data (membership data/ attendance at events) to establish non-engaged councils and share with partners. (Lead: Cambs ACRE)	One spreadsheet of management data created and shared.	
	Target non-engaged councils with emails to establish contact, introduce offer and encourage membership. (Lead: Cambs ACRE/CAPALC)	Four email campaigns sent out.	
Councillors have low usage of social media and other technologies, which are increasingly used as tools to communicate and engage people in their local communities.	Hold social media training for clerks and councillors on protocols for use of social media and Transparency Funding. (Lead: CAPALC)	Three training sessions held.	<p>An increase in clerks and councillors reporting confidence on the protocols to follow when using social media.</p> <p>An increase in the number of local councils with a Twitter feed; a Facebook page; and an independent council-run website.</p>

Future challenges and concerns

Area of concern	Actions	Outputs	How we will know we have been successful
Devolution of services from county and district to local council level and meeting the resulting demands in terms of workload and skills available.	Put in place a partnership agreement to support a Strategic Partnership of Cambs ACRE, CAPALC and SLCC Cambs Branch to oversee delivery of the Local Council Development Plan. (Lead: Cambs ACRE)	Partnership agreement signed by all partners.	An increase in the number of clerks and councillors who believe the Local Council Development Plan will make / is making a positive difference to the local council sector.
	Facilitate development of Cambridgeshire Local Council Strategic Partnership to co-ordinate delivery of Local Council Development Plan. (Lead: Cambs ACRE)	20 meetings of the Strategic Partnership held.	A decrease in concerns regarding funding issues reported in next local council surveys.
	Facilitate development of Cambridgeshire Local Council Stakeholder Group to share ideas and learning and to give input to the ongoing delivery of the Local Council Development Plan. (Lead: Cambs ACRE)	20 meetings of the Stakeholder Group held.	An increase in successful applications to the 'Innovate and Cultivate' funding programme from local councils.
	Promote 'Innovate and Cultivate' funding programme to local councils. (Lead: CCC)	20 specific communications sent out to local councils.	
	Hold a topic-based training session on funding for local council-led/assisted projects including social enterprise models. (Lead: Cambs ACRE)	Five training sessions held.	
Lack of understanding of Section 106 funding and Community Infrastructure Levy.	Hold a topic-based training session on Section 106 funding and Community Infrastructure Levy. (Lead: CAPALC)	Five training sessions held.	Good take-up of places by clerks and councillors at training sessions provided on Section 106 funding and Community Infrastructure Levy.

Area of concern	Actions	Outputs	How we will know we have been successful
Highways and road safety.	Run publicity campaign to encourage online reporting mechanism as the most efficient way of getting highways and road safety issues resolved. (Lead: CCC)	Five publicity campaigns encouraging online reporting.	An increase in the number of highways defects being reported via the online reporting mechanism. An increase in the number of councils sending a representative to their local Depot Open Day.
	Work alongside local councils on more complex identified issues that cannot be reported online to reach a joint resolution. (Lead: CCC)	40% of identified complex issues are resolved through shared responsibility with local councils.	An increase in the number of 'hits' on the County Council webpage concerning common highways issues. An increase in the success rate for applications to the Local Highways Improvement Scheme.
	Raise awareness of available equipment, training and information for communities to do more themselves. (Lead: CCC)	Five publicity campaigns to raise awareness of support available.	
	Hold annual Depot Open Days in each District where local councils can meet Local Highways Officers and other key staff and organisations. (Lead: CCC)	20 depot open days held.	
	Launch County Council webpage outlining solutions for common problems on the highway. (Lead: CCC)	One webpage launched.	
	Refresh the Local Highways Improvement Scheme to include a feasibility phase where Local Project Officers will work with local councils to develop their proposal before going to the panel and promote to local councils. (Lead: CCC)	One refreshed Local Highways Improvement Scheme.	

Area of concern	Actions	Outputs	How we will know we have been successful
Lacking communications from other tiers of local Government to local councils.	Publish a bi-monthly e-newsletter with relevant county council news, contents and timescales (to be reviewed after six months). (Lead: CCC)	Three e-newsletters produced and review completed.	A decrease in concerns regarding lacking communications from other tiers of local government reported in next local council surveys.
	Deliver 'Councillors as Community Connectors' programme to support county councillors to connect with local councils. (Lead: CCC)	One 'Councillors as Community Connectors' programme delivered.	
Relationship building, engagement and consulting with the wider community. Increased demands from the public / community placed on local councils. Local apathy and unwillingness to stand as a councillor and the negative impression people have of councils overall.	Produce standard text which local councils can use to explain their role to the wider public. (Lead: CAPALC)	One standard text available.	A decrease in concerns regarding poor community engagement and community apathy reported in next local council surveys.
	Hold a topic-based training session to discuss community engagement and recruiting new councillors. (Lead: Cambs ACRE)	One training session held.	

Notes

Notes



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Cambridgeshire
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