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15 February 2012

To: Chairman – Councillor
Vice-Chairman – Councillor
Members of the Finance and Staffing Portfolio Holder's Meeting – Councillors
Simon Edwards, Roger Hall, Tumi Hawkins and Edd Stonham

Quorum: 3

Dear Councillor

This is a supplement, with an additional appendix, to the previously-published agenda for the meeting of **FINANCE AND STAFFING PORTFOLIO HOLDER'S MEETING** on **TUESDAY, 21 FEBRUARY 2012**, containing those reports which had not been received by the original publication deadline.

Yours faithfully
JEAN HUNTER
Chief Executive

Requests for a large print agenda must be received at least 48 hours before the meeting.

AGENDA

3. **SERVICE IMPROVEMENTS AND FINANCIAL PERFORMANCE
2011/12 - Q3**

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SOUTH CAMBRIDGESHIRE DISTRICT COUNCIL

REPORT TO: Finance and Staffing Portfolio Holder 21 February 2012
AUTHOR/S: Executive Director (Corporate Services)/Principal Accountant (Finance and Systems)

**SERVICE IMPROVEMENTS AND FINANCIAL IMPROVEMENTS
FOR 2011-12, QUARTER 3****Purpose**

1. The purpose of this report is to compare the actual and committed revenue and capital expenditure for the Finance and Staffing Portfolio with the working budget for 2011-12 and report on service performance for quarter 3 (2011-12).

Recommendations

2. That the Finance and Staffing Portfolio Holder notes service improvement performance and revenue and capital expenditure for the quarter ended 31 December 2011.

Reasons for Recommendations

3. The report shows generally good performance and an acceptable comparison between the actual and committed revenue and capital expenditure against the working budget for the year.

Background

4. This is the third monitoring report to the Portfolio Holder in 2011-12, covering both performance and expenditure up to the end of December 2011. The format of this report is consistent with previous monitoring reports, in that it concentrates on the direct costs which are under the control of the relevant cost centre managers.
5. The reported figures are summarised in **Appendix A**. The profiled budgets, against which the quarter's figures are compared, are derived from the 2011-12 estimates.
6. Performance information is given in **Appendices Bi to Bvi**.

Considerations

7. Portfolio revenue expenditure shows £101,405 in hand for the quarter ended 31 December 2011, **Appendix A**, this being expenditure and commitments for the period of £398,375 against the profiled budget of £499,780. The full year impact of these variances have been noted and were reported to the Finance and Staffing Portfolio meeting in January 2012 as part of the Finance and Staffing Revised 2011-12 Estimate Report for this service.

8. The variances shown for the services within the Finance and Staffing Portfolio are due a combination of factors including lower costs and increased income. The expenditure profiles have, in some cases, been based on the expected completion of work or provision of service and receipt of invoices; where this has not been achieved at the date of the report a variance will result.
9. Capital expenditure relates to the planned internal vestibule for South Cambridgeshire Hall; the increase in the estimated cost reflecting tenders received and is expected to be complete by the end of the financial year.
10. Performance information is given in Appendices Bi -Bvi; comments on service improvement have been included by the Officer responsible for that performance measure.

Implications

11. Financial	Financial implications are set out in paragraphs 7 to 9
Legal, Staffing, Risk Management, Equality and Diversity	There are no Legal, Staffing, Risk Management or Equality and Diversity implications resulting from this report.
Equality Impact Assessment completed	No Not applicable as the report compares actual expenditure against the budget rather than setting out a policy, strategy or procedure
Climate Change	There are no Climate Change implications resulting from this report

Consultations

12. The cost centre managers have been informed of the expenditure and budget details.

Consultation with Children and Young People

13. There has been no consultation with children and young people on this report.

Effect on Strategic Aims

14. This report has no impact on the strategic aims of the Council.

Conclusions / Summary

15. The revenue and capital expenditure and service improvement comments are in paragraphs 7 to 10 and **Appendix B** and show revenue and capital expenditure and commitments of £398,375 and £22,000 respectively.

Background Papers: the following background papers were used in the preparation of this report:

Budget files and the financial management system

Contact Officer: Sally Smart – Principal Accountant (Finance and Systems)
Telephone: (01954) 713076

Finance and Staffing Portfolio (quarter 3 financial performance)

Actuals 2010/11	Working Estimate 2011/12	Central & Dept. Overheads & other recharges	Working estimate less recharges	Qtr 3 Profiled Budget	Net Expenditure to date	Commitments	Adjusted Net direct Expenditure	Variance: Adjusted direct expenditure to profiled budget
£	£	£	£	£	£	£	£	£
REVENUE EXPENDITURE								
410,499	446,760	(1,138,660)	(691,900)	0	0	0	0	0
1,014,279	830,400	(541,420)	288,980	192,125	137,932	56,601	194,533	2,408
(31,150)	(22,030)	(238,080)	(260,110)	(213,940)	(244,232)	0	(244,232)	(30,292)
20,135	22,510	(17,490)	5,020	2,200	1,843	0	1,843	(357)
(7,002)	9,000	(16,100)	(7,100)	4,054	(224)	0	(224)	(4,278)
127,944	105,000	0	105,000	0	0	0	0	0
724,325	702,700	(790,500)	(87,800)	54,900	44,133	0	44,133	(10,767)
1,250	880	0	880	874	950	0	950	76
19,063	137,840	(60,880)	76,960	76,230	48,654	0	48,654	(27,576)
129,732	136,990	(88,990)	48,000	47,270	49,826	0	49,826	2,556
1,130,593	1,156,020	(712,440)	443,580	336,067	302,892	0	302,892	(33,175)
3,539,668	3,526,070	(3,604,560)	(78,490)	499,780	341,774	56,601	398,375	(101,405)

Actuals 2010/11	Working Estimate 2011/12	Central & Dept. Overheads & other recharges	Working estimate less recharges	Qtr 3 Profiled Budget	Net Expenditure to date	Commitments	Adjusted Net direct Expenditure	Variance: Adjusted direct expenditure to profiled budget
£	£	£	£	£	£	£	£	£
CAPITAL EXPENDITURE								
0	10,000	0	10,000	10,000	0	22,000	22,000	12,000
0	10,000	0	10,000	10,000	0	22,000	22,000	12,000

HR Improvement Plan service priorities

Relevant Council Aim/s:

Use the following link for details of the Council's strategic aims and approaches: http://insite/admin/documents/retrieve.asp?pk_document=908878

Relevant Council Approach/es:

Use the following link for details: http://insite/admin/documents/retrieve.asp?pk_document=908878

Ref.	Improvement or Change Objective	Status	Actions	Completion date	Link to relevant PI / Outcome	Lead Officers	Other services directly affected in terms of input?	Additional Resources?	Progress Update – Q3
Service Objective:									
1	Implementation of the HR aspects of the single Equality Act		Review and revise key HR policies in line with the Equality Act. EQIA's to be completed on revised policies.	31 March 2012	Compliance with the Equality Act	HRM/H RO	Communities and Customer Services	Yes / No (If 'Yes', please specify)	Policy on default retirement age reviewed and updated in March 2011-06-21 EQIAs all completed. Equalities questionnaire to all staff commencing February – part of the duty to report equalities.
2	Improve employee attendance		Absence management training for managers, team leaders and supervisors. Leadership and motivation skills for managers.	31 May 2011	BVPI 12 – number of sickness days lost per FTE	HRO/HR co-ord	EMT		Absence management training delivered. Case management support to service managers to resolve long term cases. <ul style="list-style-type: none"> Sickness for Q3 is down 19.7 % from Q2 Sickness PI for Q3 is 2.81 days per FTE (cumulative for Q1-3 2011-12 is 9.16) Sickness PI is 21.1% better than the PI for the same quarter last year Long-term sickness levels have decreased 33.2 % from Q2 Leadership development being programmed into the OD framework
3	Improve employee attendance and resilience		Deliver managing change and motivational leadership courses. Deliver Absence management training for managers	31 March 2012	BVPI 12 – number of sickness days lost per FTE	HRO/HR co-ord	EMT		Resilience and managing change workshops/Absence management training delivered
4	Improve customer experience during job application process. Improve efficiency of the process and reduced paperwork and cost. Improve equality monitoring of applicants.		Complete the improvement work on the jobs portal including implementation of electronic equality monitoring. Move to electronic applications only	30 April 2011 30 April 2011	Customer Service excellence. Reduced advert costs. Reduced printing and postage costs.	HRM/H RO	ICT		Completed May 2011 Electronic application process in place (paper alternative available upon request). Reduction in postage costs

Ref.	Improvement or Change Objective	Status	Actions	Completion date	Link to relevant PI / Outcome	Lead Officers	Other services directly affected in terms of input?	Additional Resources?	Progress Update – Q3
5	Improve employee engagement and satisfaction rates.		Develop framework for a staff forum Develop an OD Strategy	30 September 2011	Staff survey	HRM/S MT/ P & P Mgr	ICT/Communications		OD strategy approved by Council. CX holding 'coffee mornings' with staff – positive feedback.
6	Completion of single status		Introduction of new pay and grading scheme	30 June 2011	Compliance with the Equality Act and single status requirements	HRM/S MT	Communications/ ICT		In progress – Single Status agreement drafted and subject to TU agreement
7	Improve workforce flexibility		Review and improve the Homeworking policy	31 March 2012	Improve employee satisfaction. Customer Service excellence	HRM/ H of ICT	ICT/Communications/ Customer Service co-ordinator		Review underway. Model policies being collected. Advice on H & S and insurance implications has been requested from Accountancy and H & S advisor.

Revenue and Benefits Improvement Plan service priorities

<p>Relevant Council Aim/s:</p> <p>A - We are committed to being a listening Council providing first class services accessible to all.</p> <p>D - We are committed to assisting provision of local jobs for you and your family.</p>
<p>Relevant Council Approach/es:</p> <p>A i - Listening and engaging with our local community A iii - Making South Cambridgeshire more open and accessible A iv - Achieving improved customer satisfaction with our services A v - Ensuring that the Council demonstrates value for money in the way it works</p> <p>D i - working closely with local businesses</p>

Ref.	Improvement or Change Objective	Status	Actions	Completion date	Link to relevant PI / Outcome	Lead Officers	Other services directly affected in terms of input?	Additional Resources?	Progress Update - Q3
Service Objective:									
R1	Embed new procedures & working practices encompassing the Customer Service Excellence principles to lessen the impact of staff reductions and allow for the impending growth.		Devise and implement an improvement plan to develop the projects completed in 2010/11 further.	March 2012	A i A iii A iv A v Council Action 2011/12, A1	Executive Director Corporate Services	Housing Benefit Manager/ Revenues Manager	Yes (Spend to Save bid).	CSE embedded and further improvements recorded. Working in partnership with Planning regarding growth – improving working practices for new properties being reported and valued and working more closely on supporting new, expanding or failing businesses
R2	Embed a landlords forum (for those landlords with tenants in receipt of housing benefit) to meet with the Benefits service to improve engagement and to discuss satisfaction and improvement.		Monitor attendance and feedback from the six monthly events. Review effectiveness of forum.	March 2012	A i A iii A iv	Executive Director Corporate Services	Housing Benefit Manager	To be met from existing resources	Next forum arranged for March 2012
R3	Continue to facilitate awards of non-domestic rate relief on the grounds of hardship to ensure the Council is able to assist business suffering hardship as a result of the economic situation.		Actively promote the relief and deal with applications quickly.	March 2012	A i D i Council Action 2011/12, D4	Executive Director Corporate Services	Revenues Manager	Subject to further Budget provision	Hardship Applications being processed within 10 working days
R4	Evaluate option of future administration of post room using technology.		Devise and implement a project plan.	March 2012	A i A iii A iv A v	Executive Director Corporate Services	Housing Benefit Manager/ Revenues Manager	Yes (Spend to Save bid).	Project Plans to be devised and milestone created within. Working with Paul Knight and his team to run projects together as they impact on the service provision of the Council and the new Contact Centre

Elections Improvement Plan service priorities

Relevant Council Aim/s:

Use the following link for details of the Council's strategic aims and approaches: http://insite/admin/documents/retrieve.asp?pk_document=908878

Relevant Council Approach/es:

Use the following link for details: http://insite/admin/documents/retrieve.asp?pk_document=908878

Ref.	Improvement or Change Objective	Status	Actions	Completion date	Link to relevant PI / Outcome	Lead Officers	Other services directly affected in terms of input?	Additional Resources?	Progress Update – Q3
Service Objective:									
1.1.2	Maximise the use of the intranet / internet – Ensure that the intranet and internet are used as effectively as possible to maximise the effectiveness of the information and data provided and promote self help, reducing resource pressures on the unit.		Dedicated pages provided on the intranet and internet for each part of the constituent parts of Community and Customer Services, linked with ensuring corporate information re. community intelligence is kept up to date. Regular updating of pages to ensure most up to date information is displayed.	31 March 2012	Dedicated pages provided – number of hits monitored. Satisfaction with information provided measured through on site survey and wider customer satisfaction initiatives.	Partnerships Manager Policy and Performance Manager Comms. Manager Electoral Services Manager	ICT – minimal in terms of intranet and internet management	Within existing resources	Web pages continue to be updated regularly to reflect forthcoming electoral and registration events. Large increase in use of electronic registration methods (including internet) during annual canvass. Resulted in overall return rate of 97.25%
1.5.1	Capacity review – to ensure that the authority is best placed to deal with the uneven demands of the electoral cycle in terms of sufficient officer capacity		Investigate alternative ways of providing support to the elections team through capacity building in other parts of C&CS and across the wider authority.	30 June 2011	Existing high satisfaction levels and performance at election and canvass times maintained	Corporate Manager C&CS Electoral Services Manager	N/A	Within existing resources	Capacity of team reviewed, and additional member of staff soon to be appointed after successful recruitment process. Staff member will be available to work across authority teams during quieter periods.

Customer and Business Services Work Plan implementation status

Customer & Business Services – Est. 01-Sep-11	R	Little or no progress has been made to date. Target date likely to be missed. Caution
	A	Significant progress has been achieved. On target to meet completion date. Monitor
	G	The improvement action has been completed and the outcome/target date has been achieved.

Relevant Council Aim/s:

- A- We will listen to and engage with residents, parishes and businesses to ensure we deliver first class services and value for money.
- B - We will work with partners to create and sustain opportunities for employment, enterprise, and world-leading innovation.

Relevant Council Approach/es:

- 1. Achieving improved satisfaction with our services
- 2. Communicating and engaging with our residents
- 3. Delivering value for money and sound management of resources
- 4. Encouraging entrepreneurship, innovation and aspiration
- 5. Being open, transparent and accessible
- 6. Tailoring our services to all ages, supporting older people and youth engagement

Ref	Challenge Identified	Status	Actions / Milestones	Completion Date	Link To Relevant PI / Outcome	Accountable Officer	Responsible	Additional Resources?	Progress Update
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Projects

1	Contact Centre CA - Develop and promote self-service through the implementation of the new interactive website and customer contact arrangements.		a) Design contact centre layout. b) Prepare contact centre location including desks, chairs and storage. c) Confirm IT connectivity in contact centre location. d) Determine opening hours and develop staffing structure including job / person specifications. e) Confirm contact centre is included within the council's disaster recovery plan. f) Procure and install hardware including PCs and telephony. g) Confirm Tupe List and number of staff wishes to transfer. h) Develop technical switch over plan. i) Appoint contact centre manager and operatives to start Nov-11. j) Procure and install software including ACD, AEMD, CRM.	a) Apr-12 b) Apr-12 c) Apr-12 d) Apr-12 e) Apr-12 f) Jun-12 g) Jun-12 h) Jul-12 i) Aug-12 j) Sep-12	Aims A & B Approaches 1,3,6	A Colyer	a) P Knight b) P Knight c) P Knight d) R Fox & L Sears e) L Sears f) P Knight g) R Fox h) P Knight i) R Fox j) P Knight	£83K Cap Ex Dedicated.	a) Complete b) Complete c) Complete d) In Progress e) In Progress f) Scheduled g) In Progress h) Scheduled i) Scheduled j) In Progress
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			<p>k) Confirm staffing rota.</p> <p>m) Develop contact centre service standards and administration procedures</p> <p>n) Purchase uniforms.</p> <p>o) Design training schedule and content (Oct-12) and deliver (Nov-12)</p> <p>p) Launch contact centre including technical switch over.</p> <p>q) Health & Environmental Services - Development of self service e-forms, business rules and/or process maps. (particular focus on reducing avoidable contact)</p> <p>r) Community & Customer Services - Development of self-service e-forms, business rules and/or process maps. (Particular focus on reducing avoidable contact)</p> <p>s) Planning & New Communities – Development of self service e-forms, business rules and/or process maps. (Particular focus on reducing avoidable contact)</p> <p>t) Affordable Homes – Development of self-service e-forms, business rules and/or process maps. (Particular focus on reducing avoidable contact)</p> <p>u) Corporate Services - Development of self service e-forms, business rules and/or process maps. (particular focus on reducing avoidable contact)</p>	<p>k) Sep-12</p> <p>m) Sep-12</p> <p>n) Oct-12</p> <p>o) Nov-12</p> <p>p) Dec-12</p> <p>q) Apr-12</p> <p>r) Apr-12</p> <p>s) May-12</p> <p>t) Sep-12</p> <p>u) Aug-12</p>			<p>k) R Fox & L Sears</p> <p>m) R Fox & L Sears</p> <p>n) R Fox</p> <p>o) R Fox & L Sears</p> <p>p) P Knight</p> <p>q) L Sears</p> <p>r) L Sears</p> <p>s) L Sears</p> <p>t) L Sears</p> <p>u) L Sears</p>		<p>k) In Progress</p> <p>m) In Progress</p> <p>n) Scheduled</p> <p>o) Scheduled</p> <p>p) Scheduled</p> <p>q) In Progress</p> <p>r) In Progress</p> <p>s) In Progress</p> <p>t) Scheduled</p> <p>u) Scheduled</p>
2	<p>Cambridgeshire Connection CA - Build on existing social media networks to engage local communities and deliver the 'Cambridgeshire Connection'.</p>		<p>a) Launch the Cambridgeshire Connection – South Cambridgeshire Pilot.</p> <p>b) Seek and review customer feedback and usage statistics.</p> <p>c) Develop and engage with a social media network and offer digital communities the opportunity to host the service on their websites.</p> <p>d) Engage with strategic partners to broaden the information contained</p>	<p>a) Apr-12</p> <p>b) Jun-12</p> <p>c) Sep-12</p> <p>d) Dec-12</p>	<p>Aims A & B Approaches 1,2,3,4,5,6</p>	<p>A Colyer</p>	<p>P Knight & P Grainer</p>	<p>Non-Required.</p>	<p>a) In Progress</p> <p>b) Scheduled</p> <p>c) Scheduled</p> <p>d) Scheduled</p>

			<p>within the service.</p> <p>e) Empower selected strategic partners and other groups to upload information.</p> <p>f) Promote the launch of the Cambridgeshire Connection, a UK local government first, using local media, social media, national exposure through local government publications and the local government group annual conference 2012.</p>	<p>e) Mar-13</p> <p>f) Jun-12</p>						e) Scheduled
3	<p>Local Government Challenge CA - Improve the profile and reputation of the Council through more effective communications/marketing</p>		<p>a) Develop, and submit an application to host a challenge (focusing on the customer experience) as part of the national competition.</p> <p>b) Deliver a well organised, challenging and exciting task for the 10 Local Government Challenge contestants ensuring maximum involvement from members, officers, partners and the public.</p> <p>c) By securing media interest, raise the profile of the district and the work of the Council on a national stage, particularly in respect of the new contact centre, web-site and the Cambridgeshire Connection service.</p>	<p>a) Sep-11</p> <p>b) Apr-12</p> <p>c) Apr-12</p>	<p>Aims A & B Approaches 1,2,3,4,5,6</p>	<p>P Knight</p>	<p>P Knight, R Fox, L Sears</p>	<p>Non-Required.</p>	<p>a) Complete</p> <p>b) In Progress</p> <p>c) In Progress</p>	
Ref	Challenge Identified	Status	Actions / Milestones	Completion Date	Link To Relevant PI / Outcome	Accountable Officer	Responsible	Additional Resources?	Progress Update	
Programmes										
4	<p>Customer Experience Work Programme To build on the work completed through the customer service excellence project and lead and support the organisation towards further customer focused business improvements.</p>		<p>a) The development of the Customer Experience Strategy and associated work programme. N.B - The strategy will assimilate this work programme pulling together the CSE development plan and the Council's work in regards to the customer experience.</p> <p>b) The review and development of the quarterly reception customer satisfaction survey.</p>	<p>a) Sep-12</p> <p>b) Apr-12</p>	<p>Aims A & B Approaches 1,2,3,4,5,6</p>	<p>P Knight</p>	<p>a) R Fox</p> <p>b) R Fox</p>	<p>Non-Required.</p>	<p>a) In Progress</p> <p>b) In Progress</p>	

			<p>c) To deliver a Council wide programme of customer journey mapping linked to the programme of process reviews and optimisation (action 2.5) and beginning with a focus on services provided through the current contact centre service.</p>	c) Sep-12			c) R Fox	c) In Progress
			<p>d) To install privacy screens at reception to provide the public with an appropriate environment to discuss sensitive information.</p>	d) Apr-12			d) R Fox	d) In Progress
			<p>e) Commission a review of online communities, pressure groups, blogs, forums and other online dialogue within South Cambridgeshire.</p>	e) Dec-11			e) P Knight	e) Complete
			<p>f) Through the process review and optimisation work programme, identify avoidable contacts and make demonstrable improvements in processes to reduce them.</p>	f) Sep-12			f) L Sears	f) In Progress
			<p>g) Through the customer contact centre project, deliver and promote an increased range of cost effective access channels.</p>	g) Dec-12			g) P Knight	g) In Progress
			<p>h) Develop a clear vision and strategy for channel shift throughout the Council.</p>	h) Sep-12			h) R Fox	h) Scheduled
			<p>i) To develop, a customer charter including Council commitments, based on customer, member and officer consultation.</p>	i) Jun-12			i) R Fox	i) In Progress
			<p>j) Complete the Council wide roll-out of the 'What a Performance' training programme.</p>	j) Feb-12			j) R Fox	j) Complete
			<p>k) Review the 'What a performance' training programme and the specific needs of services, to inform the training programme for 2012/13</p>	k) Mar-12			k) R Fox	k) Scheduled
			<p>l) To deliver a programme of activity to mark National Customer Service Week 2011.</p>	l) Oct-11			l) R Fox	l) Complete

Ref	Challenge Identified	Status	Actions / Milestones	Completion Date	Link To Relevant PI / Outcome	Accountable Officer	Responsible	Additional Resources?	Progress Update
Operations									
5	Reception Service To enhance the reception area to improve the quality of the environment and service.		a) Install privacy screening at the reception desk for the two service PCs. b) Review seating requirements and order additional seating and tables as appropriate. c) Review reception desk and seek and implement solutions to lower a section to serve wheelchair users. d) Using existing resources, implement two additional self service computer terminals.	a) Apr-12 b) Jun-12 c) Sep-12 d) Dec-12	Aim A Approaches 1,3,6	P Knight	R Fox	Non-Required.	a) In Progress b) In Progress c) In Progress d) In Progress

ICT Improvement Plan service priorities

Relevant Council Aim/s:

Use the following link for details of the Council's strategic aims and approaches: http://insite/admin/documents/retrieve.asp?pk_document=908878

Relevant Council Approach/es:

Use the following link for details: http://insite/admin/documents/retrieve.asp?pk_document=908878

Ref	Improvement or Change Objective	Status	Actions	Completion date	Link to relevant PI / Outcome	Lead Officers	Other services directly affected in terms of input?	Additional Resources?	Progress Update – Q3
Service Objective:									
	Deliver the ICT Service and meet customer expectations. Raise the profile of ICT within SCDC (understanding our role, expectations and deliverables) to provide a better Customer Service, including more involvement of ICT Champions with business Service areas		<ul style="list-style-type: none"> Provide a comprehensive and effective ICT service to support the delivery of Council aims and service initiatives. Wherever possible, use existing technologies and promote commitment to best value Get feedback from customers on service delivery and expectations Customer satisfaction surveys November 2011 	March 2012	<ul style="list-style-type: none"> Recognise the importance of customer expectations and ensure a positive experience. Develop internal process and procedure in support of the above. 	H of ICT ICT GIS and Information Manager	All service areas	Yes (Depends on specific requirements)	Continuing to develop ITIL based service desk processes including revised Self Service portal to reduce number of calls due to go-live March 2012.
	Revised DR arrangements		<ul style="list-style-type: none"> Provide DR arrangements to ensure they are adequate but not over stated. Investigate opportunity for shared contract with other local Councils. New arrangements to be in place by May 2011. 	May 2011	<ul style="list-style-type: none"> More efficient working, better information management and best value. 	H of ICT	None	Yes <ul style="list-style-type: none"> 3rd party provider 	Complete DR provision now covers all service and network components. ADAM Continuity, contract runs until May 2013.

Ref	Improvement or Change Objective	Status	Actions	Completion date	Link to relevant PI / Outcome	Lead Officers	Other services directly affected in terms of input?	Additional Resources?	Progress Update – Q3
	Desktop virtualisation and operating system upgrade		<ul style="list-style-type: none"> Deploy new system with Windows 7 software. Use ICT Champions to engage with service areas and ensure required outcomes are understood and achievable. 	Sep 2011	<ul style="list-style-type: none"> More efficient working, better information management and best value. 	H of ICT	All service areas	Yes <ul style="list-style-type: none"> 3rd party provider 	In progress. Completion due March 2012. Project delayed due to extended Proof of Concept exercise requirement.
	Desktop office productivity suite upgrade		<ul style="list-style-type: none"> Upgrade to MS 2010 or Open Source. Use ICT Champions to engage with service areas and ensure required outcomes are understood and achievable. 	Sep 2011	<ul style="list-style-type: none"> More efficient working, better information management and best value. 	H of ICT	All service areas	Yes <ul style="list-style-type: none"> 3rd party provider 	In progress. Roll out to staff approximately 50% complete. Expected completion April / May 2012.
	Upgrade / replace corporate email system		<ul style="list-style-type: none"> Upgrade to MS Exchange 2010 Use ICT Champions to engage with service areas and ensure required outcomes are understood and achievable. 	Sep 2011	<ul style="list-style-type: none"> More efficient working, better information management and best value. 	H of ICT	All service areas	Yes 3rd party provider	In progress. Expected completion March 2012.
	Upgrade / replace existing anti-virus protection systems		<ul style="list-style-type: none"> Review service requirements Procurement exercise Install and configure 	Nov 2011	<ul style="list-style-type: none"> More efficient working, better information management and best value. 	H of ICT	None	Yes <ul style="list-style-type: none"> 3rd party provider 	Complete New AV provision in place for 5 years, additional functionality of new product to be assessed prior to corporate roll-out. Personal use of the AV solution now available to staff/members at no-cost.
	Support initiatives for flexible and remote working requirements means improved officer efficiencies and contributes to the 'green agenda'.		<ul style="list-style-type: none"> More efficient working and best value. Officers better able to use applications and systems. Reduced travelling 	March 2012	<ul style="list-style-type: none"> More efficient working, better information management and best value. 	H of ICT	All service areas	Yes <ul style="list-style-type: none"> 3rd party provider 	In progress. Thin client / VDi project will bring significant energy savings and effective remote working / access solutions.

Ref	Improvement or Change Objective	Status	Actions	Completion date	Link to relevant PI / Outcome	Lead Officers	Other services directly affected in terms of input?	Additional Resources?	Progress Update – Q3
	Support initiatives for shared and partnership working		<ul style="list-style-type: none"> Provide a comprehensive and effective ICT service to support the delivery of Council aims and service initiatives 	March 2012	<ul style="list-style-type: none"> More efficient working, better information management and best value. 	H of ICT	All service areas	Yes <ul style="list-style-type: none"> 3rd party provider 	Ongoing discussions with other LA's and peers.
	Review corporate network infrastructure		<ul style="list-style-type: none"> More efficient working and best value. Improved customer service. Improve corporate working. Improve access security 	March 2012	<ul style="list-style-type: none"> More efficient working, better information management and best value. 	H of ICT	All service areas	Yes <ul style="list-style-type: none"> 3rd party provider 	In progress. Dependencies with the Thin client / VDi project and new internet connectivity / CPSN network
	Support and development of service initiatives and associated applications / systems		<ul style="list-style-type: none"> More efficient working and better information management. Improve corporate working and management information 	March 2012	<ul style="list-style-type: none"> More efficient working, better information management and best value. 	H of ICT ICT GIS and Information Manager	All service areas	Yes <ul style="list-style-type: none"> 3rd party provider 	Ongoing programme.
	Review / revise ICT Strategy		<ul style="list-style-type: none"> More efficient working, better information management and best value. Revised policies better able to address issues of today. 	Oct 2011 March 2012	<ul style="list-style-type: none"> More efficient working, better information management and best value. Revised policies better able to address issues of today. 	H of ICT	All service areas	No	In progress. Draft to be circulated March 2012 with sign off due April 2012
	Review / revise ICT Security Policy		<ul style="list-style-type: none"> More efficient working, better information management and best value. Revised policies better able to address issues of today. 	Oct 2011 March 2012	<ul style="list-style-type: none"> More efficient working, better information management and best value. Revised policies better able to address issues of today. 	H of ICT	All service areas	No	In progress. October review completed in conjunction with the GCSX accreditation submission. 2012 draft to be circulated March 2012 with sign off due April 2012

Ref	Improvement or Change Objective	Status	Actions	Completion date	Link to relevant PI / Outcome	Lead Officers	Other services directly affected in terms of input?	Additional Resources?	Progress Update – Q3
	Government Connect – Code of Connection		<ul style="list-style-type: none"> Review of existing services. Ensure continued compliance with the Government Connect Code of Connection (CoCo) 	Aug 2011	<ul style="list-style-type: none"> More efficient working, better information management and best value. 	H of ICT	All service areas	Yes <ul style="list-style-type: none"> 3rd party provider 	Complete. Accreditation in place until October 2012.
	Tell Us Once		<ul style="list-style-type: none"> Contribute to the creation of the 'Tell Us Once' agenda Integrate communication channels and services Ensure easily accessed government services related to birth, bereavement and change of address. 	Nov 2011	<ul style="list-style-type: none"> More efficient working, better information management and best value. 	H of ICT	Revs and Bens	Yes <ul style="list-style-type: none"> 3rd party provider Peer Councils Central government 	Complete
	Improve Website/Intranet		<ul style="list-style-type: none"> Usability Study New CMS Redesign Social Media Maps Implement CMS 	June 2011 Sept 2011 Dec 2011 March 2012 Jul 2012		ICT GIS and Information Manager ICT Web Services Manager	All service areas	Yes <ul style="list-style-type: none"> 3rd party provider 	Ongoing / in progress. Project slippage due to loss of key resource and recruitment problems. New WSO now engaged and starts employment 20/02/2012.
	Improve Graphic, Print & Web Service		<ul style="list-style-type: none"> Assess Situation/Service Put in place a structure Train Team Customer satisfaction surveys 	Sept 2011 March 2012		ICT GIS and Information Manager ICT Web Services Manager	All service areas	No	In progress. Continuous improvement programme, new WSO expected to contribute to revised working practices.

Ref	Improvement or Change Objective	Status	Actions	Completion date	Link to relevant PI / Outcome	Lead Officers	Other services directly affected in terms of input?	Additional Resources?	Progress Update – Q3
	Implement Council's Information Governance Strategy and Policies, including: <ul style="list-style-type: none"> • Data Handling Policy • Data Protection Policy • File Plan and naming Conventions Policy • Freedom of Information Act Policy & Procedures • ICT Security Policy and Usage Guidelines • Information and Data Quality Policy • Information Governance Strategy • Information Security Incident Management Policy • Information Risk Policy • Information Sharing Policy • Legal Admissibility & Evidential Weight of Electronic Records Policy • Protective Marking Policy • Records Management Policy and Manual • Remote Working Policy • Re-use of Public Sector information Policy • Website Administration Policy 		<ul style="list-style-type: none"> • Consult (Information Governance Working Group [IGWG], Information and Communications Technology Information Governance Steering Group [ICT IG SG] and Service areas) • Implement, including developing communications and training plan 	March 2013		ICT GIS and Information Manager ICT Information Management Team	All service areas	Yes <ul style="list-style-type: none"> • IGWG and ICTIG SG • Members 	In progress. Project on target for completion as per the programme.

Ref	Improvement or Change Objective	Status	Actions	Completion date	Link to relevant PI / Outcome	Lead Officers	Other services directly affected in terms of input?	Additional Resources?	Progress Update – Q3
	Implement web-based FOI tracking and publishing tool/application (Disclosure Log)		<ul style="list-style-type: none"> Consult with suppliers Make recommendations Develop implementation project plan Implement 	Sept 2011		ICT GIS and Information Manager ICT Information Management Team	IGWG Legal	Yes <ul style="list-style-type: none"> 3rd party provider 	Delayed. Loss of key resource impacting on project. Revised for 2012 / 2013 Service Plan year. New target date Sepp 2012
	Publish more Council data online		<ul style="list-style-type: none"> Upload Information Asset Register (using records survey database) Update Council's Publication Scheme 	March 2012 Sep 2012		ICT Information Management Team ICT Web Services Manager	All service areas	No	In progress. Project slippage due to loss of resource.
	Review of Street Name Plates, manufacture and installation		<ul style="list-style-type: none"> Procurement exercise Formal contract in place Service delivery agreements i.e. deadlines/standards 	March 2012 (possibly much sooner)		ICT GIS and Information Manager ICT Address Management Team	Procurement/Contracts Legal	No	In progress.
	Ensure Local Land and Property Gazetteer (LLPG) holds definitive postal addresses (alongside geographic address currently held)		<ul style="list-style-type: none"> Matching exercise to resolve address anomalies. LLPG to hold definitive address for every property in SCDC Improve accessibility of LLPG data 	March 2012 Periodic reviews		ICT GIS and Information Manager ICT Address Management Team	Potential to affect all services	Yes 3 rd party provider	Ongoing / in progress
	Promote the Address Management Service, extending the use of LLPG throughout SCDC, so that it becomes the master address database		<ul style="list-style-type: none"> Improved Web presence Audit of internal address data sets Internal and external marketing 	September 2011 Periodic reviews		ICT GIS and Information Manager ICT Address Management Team	All service areas	No	Ongoing / in progress

Accountancy Improvement Plan service priorities

<p>Relevant Council Aim/s:</p> <ul style="list-style-type: none"> - A- We will listen to and engage with residents, parishes and businesses to ensure we deliver first class services and value for money. - B - We will work with partners to create and sustain opportunities for employment, enterprise, and world-leading innovation.
<p>Relevant Council Approach/es:</p> <ul style="list-style-type: none"> - 1. Achieving improved satisfaction with our services - 2. Communicating and engaging with our residents - 3. Delivering value for money and sound management of resources - 4. Encouraging entrepreneurship, innovation and aspiration - 5. Being open, transparent and accessible - 6. Tailoring our services to all ages, supporting older people and youth engagement

Ref.	Improvement or Change Objective	Status	Actions	Completion date	Link to relevant PI / Outcome	Lead Officers	Other services directly affected in terms of input?	Additional Resources?	Progress Update – Q3
Service Objective:									
A1	Approval of statement of accounts for 2010/11 before 30th June 2011 on the basis of international financial reporting standards (IFRS) and receipt of unqualified audit opinion by 30th September 2011.		Understanding and interpreting the guidance notes (available December 2010), on IFRS, restating previous year's figures and substantially changing the layout and content of the statement of accounts document.	June 2011 and September 2011	A iii A iv A v	Adrian Burns	All services	No	2010/11 Statement of accounts certified on 30 June (approval no longer needed on or before 30 June) and approved by Corporate Governance Committee on 30 September, including unqualified audit opinion. The Committee also noted in December the positive external audit letter relating to the accounts for 2010/11
A2	Preparation for reform of the housing revenue account with the abolition of the subsidy system, the imposition of substantial debt, the need for a robust long term financial strategy / cash flow projection and the consequences for treasury management.		Dependent on consultation (proposals received January 2011) and final details.	With effect from 1st April 2012	A iii A iv A v	Executive Director (Corporate Services) / Principal Accountant (Housing)	Affordable Homes	External consultants	The 30 year Housing Revenue Account Business Plan and the Investment and Borrowing Strategy reported to Cabinet on 9 th February 2012

Ref.	Improvement or Change Objective	Status	Actions	Completion date	Link to relevant PI / Outcome	Lead Officers	Other services directly affected in terms of input?	Additional Resources?	Progress Update – Q3
A3	Assisting with (through understanding costs), monitoring and reporting on the achievement of substantial efficiencies to achieve the outcomes forecast in the medium term financial strategy which is currently (February 2011) predicting a cash reduction in general grant.		Be monitored and reported as part of the monthly financial position statement.	Ongoing during 2011/12	A iii A iv A v	Adrian Burns	Cost centre managers	No	Variations in expenditure and income continue to be analysed as part of the monthly financial position report to understand cost and income drivers and to ensure efficiency savings / cuts are on target
A4	Improve financial knowledge throughout the authority (both officers and Members) and use present financial system to full potential.		Continued rollout of financial training and use of purchase ordering; introduction of electronic approval of invoices including changes to workflow of documents.	Ongoing during 2011/12	A iii A iv A v	Adrian Burns	No	No	Member training on 17 November 2011 and 2 February 2012; training to all new staff and existing staff when requested; eBis rolled out to all departments, except the depot, but still bedding down and review of usage is ongoing
A5	Assist businesses through the economic downturn.		Pay undisputed commercial invoices within increased targets of 98% within 30 days and 76% within 10 working days.	Ongoing during 2011/12	A iii A iv A v	Adrian Burns	All services	No	Performance to end of quarter 3: 97.8% in 30 days 72.8% in 10 days; Difficult to get back on target once slippage has occurred
A6	Enhance the risk management process through increased transparency and accountability, thus enabling the Council to manage its risks more effectively.		Investigate the feasibility and benefits of transferring service area risk registers into CorVu.	Ongoing during 2011/12	All	John Garnham	No	No	Investigated feasibility of service risk registers being placed on Corvu but decided not to go ahead as Corvu is not considered the appropriate format/system

Ref.	Improvement or Change Objective	Status	Actions	Completion date	Link to relevant PI / Outcome	Lead Officers	Other services directly affected in terms of input?	Additional Resources?	Progress Update – Q3
A7	Compliance with EU and other legislative requirements regarding procurement.		Ongoing support to cost centre managers on compliance with EU and other legislative requirements, contract regulations, etc., with procurement generally and with achievement of further efficiencies/savings by, for example, collaborative contracts and e-auctions.	Ongoing during 2011/12	A v	Sean Missin	Most cost centre managers	No	Ongoing support to cost centre managers on all new renewable contracts, especially response repairs and ICT

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Legal & Democratic Services Improvement Plan service priorities

Relevant Council Aim/s:

A- We will listen to and engage with residents, parishes and businesses to ensure we deliver first class services and value for money.

Use the following link for details of the Council's strategic aims and approaches: http://insite/admin/documents/retrieve.asp?pk_document=908878

Relevant Council Approach/es:

Use the following link for details: http://insite/admin/documents/retrieve.asp?pk_document=908878

Ref.	Improvement or Change Objective	Status	Actions	Completion date	Link to PI	Lead Officers	Other services directly affected in terms of input?	Additional Resources?	Progress Update – Q3
Service Objective:									
LDS1	Update legal case management system (LOCUMS) to make it fit for purpose		Work with ICT to transfer all existing records onto Sharepoint system and to improve search facility and file management	31 March 2013		Fiona McMillan/ David Lord	ICT	No (If 'Yes', please specify)	Still discussing requirements with ICT as Sharepoint will need to be adapted to meet our requirements before files can be transferred to a Legal Sharepoint site.
LDS2	Advise council on implementation of changes flowing from Localism Act, including new Code of Conduct and associated complaint handling procedures		Work with other councils in Cambridgeshire to achieve county-wide consensus on new ethical standards framework and keep district and parish councillors informed of changes.	July 2012		Fiona McMillan		No	One meeting of county Heads of Legal has been held and another planned for 29 th February. Standards Newsletter distributed to all district and parish councillors in January 2012 warning of forthcoming changes which will be followed up with another when more information made available from national government about the detail of new interests regime via regulations.
LDS3	Consolidation of working relationship with planning department to improve effectiveness of planning service		Regular monitoring and progress updates on all planning obligation agreements and other cross-departmental issues with scrutiny by heads of service.	31 st March 2013		Fiona McMillan/ Gary Duthie	Planning & New Communities	No	Relevant officers have meetings diarised every 6 weeks to discuss progress and to raise awareness of any issues affecting both departments. Schedule of all outstanding S106 agreements has been drawn up and updated copies are discussed at these meetings, feeding in to portfolio holder meetings.
LDS4	Improve quality of instructions received from		Create generic instruction templates	31 st December		Fiona McMillan	Planning & New	No	Have had initial discussions with Corporate Manager (Health & Environmental

Ref.	Improvement or Change Objective	Status	Actions	Completion date	Link to PI	Lead Officers	Other services directly affected in terms of input?	Additional Resources?	Progress Update – Q3
	client departments		alongside guidance notes on giving instructions and training to be offered to instruction client departments	2012			Communities , Affordable Housing, Health & Environmental Services		Services) as part of Council-wide enforcement review and he is attending next Lawyers Team meeting to discuss issue further.
LDS5	Increase levels of “self-service” for client departments		Increase amount of information available on Legal Intranet page including the instructions templates referred to in LDS4	31 st December 2012		Fiona McMillan		No	Further information has been added to intranet page and work has commenced on instructions templates.
LDS6	Consider making the Land Charges search system spatial		Work with ICT to explore viability, benefits & costs involved	31 st December 2012		Denise Siwicka	ICT	Possible	ICT have been asked to consider the issue by Land Charges manager and awaiting feedback.
LDS7	Maintain current Land Charges turnaround times for searches		Additional resource (temporary Land Charges Officer for 1 year) obtained to help with inputting which has freed up time so other team members can improve speed of responses to searches.	31 st March 2013		Denise Siwicka	Planning, Environmental Health & Building Control	No	Turnaround times currently at 5/6 working days so a huge improvement on last year when it was 10-13 days due to difficulties obtaining search information from other sections due to staffing levels.
LDS8	Continue to improve and expand the council's member training programme, including giving consideration to working towards the Charter Plus accreditation for Elected Member Development		Assess what more needs to be achieved from the recently awarded Charter status and bring report to Member Development Task and Finish Group	October 2012 for decision on seeking next level		Holly Adams	No	No	Awaiting report from Charter assessors which will form basis of gap analysis and offer a critique of current member development opportunities which will form the basis for improvements
LDS9	Publication of all district and parish councillor register of interests on SCDC website to meet requirements of the		Await further information from central government on what the new rules of interests will be	December 2012		Holly Adams/Fiona McMillan	ICT	No	Preliminary information has been issued via the Standards newsletter to all parish and district councillors warning them of the changes ahead.

Ref.	Improvement or Change Objective	Status	Actions	Completion date	Link to PI	Lead Officers	Other services directly affected in terms of input?	Additional Resources?	Progress Update – Q3
	Localism Act		and inform all district and parish councillors of new requirements before seeking the data to publish						
LDS10	Establishment, promotion and management of SCDC Youth Council		Follow action plan agreed by Cabinet 8 September 2011.	September 2012		Holly Adams/ Tracey Mann	Planning & New Communities	No	Held successful open day for students of local colleges in October 2011 as part of Local Democracy Week which was well attended with very positive feedback from attendees.
LDS11	Expansion of social media opportunities at SCDC for councillors and Democratic Services		Ensure members are aware of options available to them in conjunction with any requisite training and explore service opportunities for Democratic Services with Communications Team.	31 May 2012		Holly Adams	Communications, Scrutiny, Elections	No	Awaiting input from Scrutiny and Overview Committee one-day workshop on Council Communications in early March
LDS12	Improving report management		Working with service areas to introduce on-line report management module of existing modern.gov system.	31 March 2013		Holly Adams		No	Discussing a pilot with New Communities Team

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