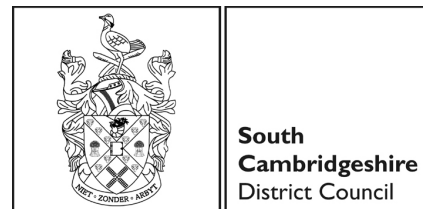


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30 November 2005

To: The Leader – Councillor SGM Kindersley
Deputy Leader – Councillor RT Summerfield
Members of the Cabinet – Councillors Dr DR Bard, JD Batchelor, Mrs JM Healey,
Mrs EM Heazell, Mrs DP Roberts and Mrs DSK Spink MBE

Dear Councillor

You are invited to attend the next meeting of **CABINET**, which will be held in the **COUNCIL CHAMBER** at South Cambridgeshire Hall on **THURSDAY, 8 DECEMBER 2005** at **10.00 a.m.**

Yours faithfully
GJ HARLOCK
Finance and Resources Director

AGENDA

PAGES

PROCEDURAL ITEMS

- | | | |
|-----------|---|--------------|
| 1. | Minutes of Previous Meeting
13 October 2005 Minutes – A statement recorded on page 5, No 5, relating to Reductions Proposed to Meet Capping (Community Development) has been found to be incorrect. The Arbury Park community development officer will be funded from the Section 106 Agreement for Arbury Camps, not Planning Delivery Grant. The Council will be working with the RSLs to employ this person.

To authorise the Leader to sign the Minutes of the meeting held on 10 November 2005 as a correct record, subject to the following amendment:

Minute 8 - Reducing Numbers in and Costs of Temporary Accommodation
paragraph (a) of the resolution - it was suggested by Councillor Mrs Hatton at Council on 24 November that the words "that are not of the desired size and area" should be inserted after "10% of Council vacancies" and,
in the 3rd line of paragraph (a) "on-bed unites" should read "one-bed units" | 1 - 8 |
| 2. | Declarations of Interest
Members need only declare an interest in circumstances where there is an item on the agenda that may cause a conflict of interests. | |

POLICY ITEMS

3.	Priorities for 2006/07	9 - 14
4.	Estimates for Departmental and Central Overheads Budget for 2006/07 The Estimates Book is enclosed separately for members of Cabinet. It may also be viewed on the Intranet/website.	15 - 62
5.	Responsive Repairs Procurement A copy of the complete Review document compiled by the consultants is enclosed separately for members of Cabinet. It may also be viewed on the Intranet/web site. A summary of the Review is appended to the covering report within this agenda.	63 - 128
6.	Discretionary Rate Relief	129 - 136
7.	Children's Services: the Contribution of District Councils	137 - 148
8.	Neighbourhood Policing	149 - 154
9.	IEG Statement The Statement is enclosed separately with the agenda for members of Cabinet. It may also be viewed on the Intranet/web site.	155 - 178
10.	Travellers Housing Needs Survey	179 - 190
	OPERATIONAL ITEMS	
11.	Reorganisation of Housing Services	191 - 192
12.	Appointment of Windmill Estate Steering Group	193 - 196
	INFORMATION ITEMS	
13.	Travellers Costs Quarterly Update	197 - 198
	STANDING ITEMS	
14.	Matters Referred by Scrutiny and Overview Committee	
15.	Updates from Cabinet Members Appointed to Outside Bodies	

SOUTH CAMBRIDGESHIRE DISTRICT COUNCIL

At a meeting of the Cabinet held on
Thursday, 10 November 2005

PRESENT: Councillor SGM Kindersley (Leader of Council)
Councillor RT Summerfield (Deputy Leader of Council and Resources & Staffing Portfolio Holder)

Councillors:	Dr DR Bard	Planning & Economic Development Portfolio Holder
	JD Batchelor	Information & Customer Services Portfolio Holder
	Mrs JM Healey	Conservation, Sustainability & Community Planning Portfolio Holder
	Mrs EM Heazell	Housing Portfolio Holder
	Mrs DSK Spink MBE	Environmental Health Portfolio Holder

Councillors RE Barrett, RF Bryant, NN Cathcart, Mrs A Elsby, Mrs CA Hunt, Mrs HF Kember, J Shepperson, Mrs GJ Smith and JH Stewart were in attendance, by invitation.

Apologies for absence were received from Councillor Mrs DP Roberts, Community Development Portfolio Holder, and from Councillor Mrs CAED Murfitt, both of whom were attending the final children's concert of the Council's Celebrating the Classics series.

Procedural Items

1. MINUTES OF PREVIOUS MEETING

The Leader was authorised to sign the minutes of the meeting held on 13 October 2005 as a correct record.

2. DECLARATIONS OF INTEREST

The following personal interests were declared:

RE Barrett	As a Member of the Housing for Older People Advisory Group
JD Batchelor	As a Member of Cambridgeshire County Council
RF Bryant	As a Member of the Housing for Older People Advisory Group
Mrs A Elsby	As a Member of the Housing for Older People Advisory Group
Mrs HF Kember	As a Member of the Housing for Older People Advisory Group
SGM Kindersley	As a Member of Cambridgeshire County Council
J Shepperson	As a Member of the Housing for Older People Advisory Group
RT Summerfield	Mother-in-law lives in one of the Council's sheltered schemes

Recommendation to Council

3. RECOMMENDATION FROM THE CONSTITUTION REVIEW WORKING PARTY - CONSERVATION AREAS

Mindful of the number of Conservation Area appraisals due to be considered, Cabinet

RECOMMENDED TO COUNCIL

that Table 2B of Part 3 of the Constitution, paragraph 51 (page C-17) be amended to give authority to the Conservation, Sustainability and Community Planning Portfolio Holder to designate Conservation Areas and agree amendments to their boundaries.

Recommendation to Council and Decision made by the Cabinet

4. LOCAL AREA AGREEMENTS

Cabinet considered the implications of involvement in a Local Area Agreement (LAA) being developed by the County Council and partners to provide government funding against specific targets. There would be resource implications, but it was essential for the Council to be involved in order to ensure that it benefited from the allocation of funds. Urgent decisions were likely to be needed over the next few months.

Cabinet

NOTED the report;

REQUESTED further updates;

AGREED that the Leader of the Council have Portfolio Holder responsibility for this Council's involvement in the development and implementation of the Local Area Agreement; and

RECOMMENDED TO COUNCIL

that the Leader be given authority to approve drafts of the Local Area Agreement on behalf of the Council (in consultation with other Portfolio Holders where practicable) when it is not possible to refer the matter to Cabinet and Council in the time available.

Decisions made by the Cabinet

5. SOUTH CAMBRIDGESHIRE CLIMATE PLAN

Council, at its meeting of 22 September 2005, had received enthusiastically the draft South Cambridgeshire Climate Plan and the constructive comments offered then had been incorporated into the final document. The Conservation, Sustainability and Community Planning Portfolio Holder had been delighted with the response to this important issue and commended the Plan to Cabinet.

Cabinet

AGREED to formally approve the Council's Climate Plan.

6. SOUTH CAMBRIDGESHIRE DESIGN GUIDE

The Conservation, Sustainability and Community Planning Portfolio Holder commended to Cabinet the Design Guide and Cabinet

AGREED to adopt the Design Guide as Council Policy, subject to the incorporation of the changes agreed by the Conservation Advisory Group, as set out in the appendix to the report to Cabinet.

7. FUTURE OF SHELTERED HOUSING

The Housing Portfolio Holder commended the work of the Housing for Older People Advisory Group (HOPAG), citing it as a strong example of co-operative working with outside partners. She drew Cabinet's attention to:

- (a) the County Council's best value review of sheltered housing, which suggested that South Cambridgeshire was "overprovided" with sheltered housing compared to other districts;
- (b) possible significant reductions in the County Council's Supporting People budget over the next five years;
- (c) the number of South Cambridgeshire residents with special needs living in general housing, who were effectively subsidising part of the sheltered housing service;
- (d) that it would no longer be a requirement for sheltered housing staff to live on-site;
- (e) the number of out-of-hours calls did not justify the amount spent on the response service, which could be transferred to a deal of health and social care staff;
- (f) the need to review whether the right choices were being offered to residents; and
- (g) the benefit gained from visits to Cambridge City and Hereward Housing Association schemes.

The Housing and Environmental Services Director clarified that this review focussed on front-line staff, and that a Shire Homes management structure review was currently underway. Initial proposals from the latter review were expected at the end of November and would encompass an analysis of the number of area managers: at present there were three area managers and one weekend manager. Members would be kept informed.

The Housing Portfolio Holder agreed with comments that, given changes in the lifestyles of the elderly, care must be taken to ensure that the right service was being offered. She also assured Members that housing for scheme managers would be taken into account during one-to-one discussions.

Cabinet **AGREED**

- (a) to endorse the following vision for the Sheltered Housing Service:
 - I. "Our vision for the future is to develop a service that:
 - (i) is financially sustainable;
 - (ii) provides a high quality, flexible management and support service, tailored to the needs of our older residents;
 - (iii) encourages independence and allows dignity and quality of life; and
 - (iv) is integrated with other complementary services for older people";
- (b) to endorse the following key principles for the Sheltered Housing Service:
 - I. A new role for Scheme Managers – so that they become the hub of housing support activity within their scheme:
 - (i) increased skills, including training on enhancing the support role;
 - (ii) closer working with Neighbourhood Managers;
 - (iii) closer working with Primary Care Trust locality managers and teams; and
 - (iv) able to respond to Lifeline calls;
 - II. Support based on a firm and familiar relationship between residents and staff:
 - (i) a team approach – schemes to be managed in groups which will reflect the dispersal of the schemes but with a dedicated team that will serve that locality. This will involve a move from scheme

- management – scheme managers will provide support to a number of residents, with a more equal distribution. There would be a lead manager for each property, with the ability to provide cover from within the team – meaning residents would see only familiar faces;
- (ii) a 9-to-5 on-site service with no resident Scheme Manager;
 - (iii) a small flexible team, but large enough to cover the scheme and to promote other activities, including social activities and promoting links between the schemes in that locality; and
 - (iv) able to carry out other duties linked with Lifelines;
- III. A fast and appropriate response to out-of-hours calls for assistance:
- (i) a night response service provided through the Primary Care Trust;
 - (ii) able to assist with falls and to assess whether emergency services are required;
 - (iii) access to nursing help if needed;
 - (iv) guaranteed response times;
 - (v) service to be offered to other Lifeline users (including private sector);
- IV. Promoting further use of communal facilities – the current provision differs across the schemes, this is an opportunity to ensure consistency of service:
- (i) seen as a community resource – promoted by the Team;
 - (ii) increasing resident involvement in organising activities at the scheme and in the wider community;
 - (iii) increasing use by the wider community of the facilities and with other organisations;
 - (iv) possible base for delivery of health or care services;
- (c) the outline staffing structure set out at Appendix 3 to the review report, subject to further consultation with staff on the final composition of teams;
 - (d) that work continue with staff, stakeholders and residents on the long-term vision for housing for older people, to be incorporated into a South Cambridgeshire Strategy for Older People;
 - (e) that the following Difficult to Let flats be re-designated as non-sheltered properties for letting to single people in the 40 to 60 age group
 - I. 27-32 Greenleas, Histon (6 flats, all 1 bedroom);
 - II. 1-9 Fairview, Longstanton (9 flats, 1 x 2 bedroom and 8 x 1 bedroom);
 - III. 1 and 1A Chapel Street, Waterbeach (2 flats, both 1 bedroom); and
 - IV. 1-4 Chapel Close, Waterbeach (4 flats, 1 x 2 bedroom and 3 x 1 bedroom); and
 - (f) to commend and thank the Members, officers, residents and partners involved in the Housing for Older People Advisory Group.

8. REDUCING NUMBERS IN AND COSTS OF TEMPORARY ACCOMMODATION

The Office of the Deputy Prime Minister (ODPM) required local authorities to reduce the use of temporary accommodation for homeless households by 50% by 2010 and the report outlined proposals to respond to this target. It was confirmed that letting one-bed units to families with one small child would not be considered statutory overcrowding: it provided more space than hostel accommodation and was a temporary housing solution. The recommendations would see a better use of the Council's own housing stock and Members were assured that there would be no effect on village exception sites where local people had priority for housing, since these were mainly housing association sites.

Cabinet **AGREED** to make the following amendments to the Council's Lettings Policy

with effect from November 2005:

- (a) To let up to 10% of Council vacancies as temporary accommodation, including allocations of accommodation that may be one-bedroom short of what the household would be entitled to on a permanent basis, for example, on-bed unites let to families with one child. To be reviewed after 12 months;
- (b) To increase the minimum number of village choices to homeless applicants to 25, with at least 4 of these being in the villages identified as having more than 60 non-sheltered Council or housing association homes, whilst allowing individual families the opportunity to submit exceptional circumstances for a specific location; and
- (c) To award homeless priority points at 6 months after the Council has agreed to rehouse them, rather than the current 2 years.

9. SERVICE FIRST

The Service First Customer Care Project was established to develop a “customer-centric” consistency in all Council services. Customer care standards booklets had been developed for each customer-facing service outlining corporate and service specific standards and customer obligations; amendments had just been circulated electronically including revisions made in light of the capping situation. Subsequent changes could be made as needed via the Service First project team.

Cabinet **AGREED** that

- (a) the *corporate* customer care standards be adopted as set out in Appendix A to the report and used as the basis for further consultation with staff and customers by December 2005;
- (b) training for Council and Contact Centre staff and elected Members be organised for January to March 2006;
- (c) a customer care element be introduced to the 2006/07 service plan and personal appraisal templates to focus attention on how customer service could be improved;
- (d) all Portfolio Holders be asked to agree by the end of November 2005 the final version of service-specific standards to take account of post-capping budget reductions; and
- (e) the Service First project team be tasked with making further recommendations to the Information and Customer Services Portfolio Holder on the following:
 - (i) monitoring of performance against standards;
 - (ii) review and development of standards;
 - (iii) use of mystery shoppers;
 - (iv) integration of customer satisfaction and complaints monitoring; and
 - (v) generation of ideas to improve customer care.

10. 6-MONTH (APR-SEPT) PERFORMANCE MILESTONES MONITORING REPORT 2005-06

The report highlighted milestones achieved and gave details of those where progress was delayed, such as the Comprehensive Performance Assessment actions which had been disrupted by capping. A further report would be brought to Cabinet in December.

Members noted that:

- (a) the Contact Centre’s customer satisfaction measuring software installation was expected in the next financial year, but a temporary manual arrangement was currently in place;
- (b) the Council had been proposed as a Beacon Council for its Waste and Recycling scheme (Milestone M88); and

- (c) work on the new integrated Waste and Recycling scheme was going ahead despite capping.

Cabinet

CONFIRMED

the importance of achieving milestones and performance indicators in relation to the following areas:

- (a) Completing Contact Centre Phase 2: maximising the use of the Contact Centre and identifying scope for efficiency gains through the use of the Contact Centre;
- (b) Ensuring that progress is maintained in the programme to achieve electronic service delivery;
- (c) Ensuring that progress is maintained on the Local Development Framework and in the planning for Northstowe;
- (d) Ensuring that the Council sets clear, realistic priorities for 2006/07 onwards to give direction to the work of officers;
- (e) The achievement of efficiency savings for 2005/06 and 2006/07 to 2007/08; and
- (f) Continuing to give priority to the achievement of performance indicator targets; and

REQUESTED

that the Chief Executive provide each Portfolio Holder with a list of their milestones which might not be achieved in 2005/06 and to arrange for consideration of these milestones at each Portfolio Holder meeting.

11. 6-MONTH (APR-SEPT) PERFORMANCE INDICATORS MONITORING REPORT 2005-06

The Resources and Staffing Portfolio Holder confirmed that most targets were likely to be achieved and Cabinet

AGREED

to invite individual Portfolio Holders to discuss the following Performance Indicators at monthly Portfolio Holder meetings, with a view to satisfying themselves that all action that can be taken to achieve the targets is being taken:

Resources and Staffing

- BV 66a** % of rent collected as a proportion of rent owed (Housing Revenues Account)
- BV 78b** average time for processing notifications of changes in (benefits) circumstance that require a new decision on behalf of the local authority
- BV 179** % of Land Charges standard searches carried out in 10 working days
- SX 21** % SCDC employees single car users

Planning and Economic Development

- BV 109a** % of Major Planning applications determined within 13 weeks
- SH 311** Affordable Housing completions
- No PIs** Northstowe and the other growth areas
- No PIs** Affordable Housing Permissions, impact of officer's actions

Environmental Health

- SE 203** % of environmental health complaints responded to within 3 working days
- SE 225** % of pest control first treatments carried out within 4 working days

Community Development**The Arts, Sports and Community Development Strategies****SX 16** the number of villages with completed Parish Plans**12. PAY AWARD POLICY**

To correct inconsistencies in the policy which had arisen as a result of the former consultants' advice, Cabinet

AGREED that

- (a) future pay awards be based on a range of pay data, including the Retail Price Index (RPI), local government pay settlement and other public sector settlements; and
- (b) the payline be reviewed every four years.

13. COMPREHENSIVE PERFORMANCE ASSESSMENT (CPA) FOR DISTRICT COUNCILS

The Audit Commission were keen to streamline the CPA process for District Councils in the short-term, while the Government was seeking to replace CPA with area-based assessments of public services post 2008-09, and authorities were invited to respond to a consultation paper.

Cabinet **AGREED**

- (a) to approve the proposed response to the Audit Commission's consultation paper, as set out in paragraphs 8-22 of the report; and
- (b) that the Chief Executive send a written response to the Audit Commission reflecting the comments made in the report.

14. FIXED TERM CONTRACT - BUILDING CONTROL

The cost-cutting exercise had affected the Building Control section and the continued viability of the service necessitated maintaining this administrative post.

Cabinet

AGREED to renew the fixed-term contract for post D.5.13 for a period of one year.

15. GYPSY AND TRAVELLER SITES GRANT 2006-08 - LATE ITEM

The Leader had accepted this report as an emergency item due to the short time frame in which the Council could bid for government funding to refurbish or develop local authority-owned traveller sites during 2006-08. It was important that the Council made sure it could access the funding and a bid must be submitted by 31 January 2006; Cabinet acknowledged that this would be a resource-hungry process. The Community Development Portfolio Holder's endorsement of the bid was reported.

Cabinet discussed that:

- (a) the Council's case should be strengthened by the results of the Travellers' Housing Needs Survey, which should be available before the bid was made;
- (b) a similar letter received in July related to a different funding year which was not applicable to the Council's position generally but did result in some funding for sites at Milton and Whaddon;
- (c) bidding for funding would demonstrate that the Council looked after the welfare of travellers; and

- (d) Members were asked to be alert regarding a potential media leak of a confidential discussion.

Cabinet **AGREED** to endorse efforts by officers to undertake the necessary preparations with a view to making an application for Gypsy and Traveller Site grant-funding in 2006-08.

Information Items

16. POOLING OF CAPITAL RECEIPTS

The Office of the Deputy Prime Minister (ODPM) had confirmed that the final legislation regarding the Pooling Scheme would result in receipts from the Equity Share Scheme being subject to pooling and the Council had since written to the ODPM asking that consideration be given to amending the regulations to ensure that pooling of these receipts would be avoided.

Cabinet **NOTED** the report.

17. PERFORMANCE MONITORING REPORT AND PRUDENTIAL INDICATORS

Cabinet's attention was drawn to the likely General Fund underspends for 2005/06, which, when compared to the budget reductions approved by Council on 27 October 2005, resulted in a net additional underspend of £20,000. With regards to Prudential Indicators, the Council continued to remain within the set limits for Treasury Management.

Cabinet **NOTED** the projected expenditure position and the monitoring of prudential indicators.

Standing Items

18. MATTERS REFERRED BY SCRUTINY AND OVERVIEW COMMITTEE

None.

19. UPDATES FROM CABINET MEMBERS APPOINTED TO OUTSIDE BODIES

None.

The Meeting ended at 10.55 a.m.

SOUTH CAMBRIDGESHIRE DISTRICT COUNCIL

REPORT TO: Leader and Cabinet

8th December 2005

AUTHOR/S: Management Team

COUNCIL PRIORITIES IN 2006/07 AND 2007/08 ONWARDS

Purpose of the Report

1. The report invites the Cabinet to:
 - a) Agree the continuation of our current Council priorities into 2006/07.
 - b) Initiate action to agree realistic actions to support those priorities in 2006/07.
 - c) Approve a process to re-think our priorities from 2007/08 onwards and achieve greater correspondence between the Council's aims and those of the Community Strategy.

Effect on Corporate Objectives

2. Quality, Accessible Services	The report recommends the continuation of the Council's current priorities into 2006/07 which will support the Council's corporate objectives. It is also recommended that the Council reviews its long term objectives in the next year to reflect changing circumstances and the Community Strategy.
Village Life	
Sustainability	
Partnership	

Our Priorities for 2006/07

3. Last year the Council agreed to adopt the following three priorities for the three year period 2005/06 to 2007/08:-
 - (a) To improve Customer Service;
 - (b) To achieve successful, sustainable new communities at Northstowe and other major new settlements
 - (c) To increase the supply of affordable housing.
4. Work is still "in progress" in all these three areas. The **Appendix** to the report outlines the progress that will have been made on each of the priorities by the end of 2005/06 and areas for future development - either areas that have already been agreed or further areas which Members may wish to consider. In particular, the implementation of the Transformation Project will continue into 2006/07 and is closely linked with the Council's ongoing plans to improve customer service through the Contact Centre and other means. Pressures to maintain progress on Northstowe and other growth areas will only increase in 2006/07 and succeeding years and will involve an increasingly wider range of services. The Council's financial position would make it difficult to switch resources to other potential priorities for 2006/07 at this stage.
5. The Council's capacity to progress its priorities will be limited in 2006/07 by financial and other pressures. The revised Medium Term Financial Strategy approved by the Council on 16th November makes no provision for additional resources to pursue our priorities next year. Nevertheless, it is still important to maintain focus on achieving priorities, not least because of the imperatives of external factors (such as the LDF and Northstowe timetable) and because of the need to maintain momentum and

maximise service benefits from projects the Council has already started and invested in (such as the Contact Centre).

6. In view of these considerations, it is felt appropriate to continue our current priorities into 2006/07. However, we must be realistic and specific about what can be achieved. To this end, it is suggested that work be undertaken to identify a limited number of outcomes, milestones and targets for 2006/07 in each of the three priority areas which can be achieved within existing resources and taking into account other pressures on the Council in the next year. It is envisaged that the number of milestones would be significantly reduced from the number for the current year.
7. Members of the Cabinet are invited to consider whether they wish to give direction at this stage as to what they would like to see achieved in 2006/07 in relation to the three priorities. The **Appendix** may be helpful in this context.

Longer Term - Council Objectives and Priorities from 2007/8 onwards

8. There is a case for a substantial rethink of our priorities from 2007/08 onwards. The change in the Council's financial circumstances will require a more focused and targeted approach to future priorities. By 2007/08 considerable progress will have been made in ICT development and improvements in customer service, with the emphasis from 2007/08 possibly being in embedding systems and approaches rather than any major change. Local Area Agreements and changes in national priorities and local circumstances may also call for a fuller review of our direction.
9. The current Community Strategy covers the period 2004/05 to 2006/07. A new Strategy will be required to run from April 2007. Our Corporate Objectives were agreed some years ago and we now have a timely opportunity to review our Corporate Objectives and priorities at the same time as the Community Strategy.
10. The Council approved a milestone in the CPA Improvement Plan to agree a timetable to review the Council's objectives at the same time as the Community Strategy so as to achieve a greater convergence of the two. Accordingly, an outline timetable has been prepared with officers from LSP partners for consideration by the LSP Board on 30th November and the Cabinet. The key steps in the timetable are:-
 - a) **January – April 2006:** Initial research, including an analysis of recent consultation undertaken by LSP partners (parish plan consultations, LDF consultation, Northstowe consultation etc) and quantitative and qualitative research to examine needs in different parts of the district and among different age, socio-economic and other groups.
 - b) **May to July 2006:** Develop priorities, objectives and targets for the Community Strategy and for SCDC using the research results, the agreed LAA and other research data. This part of the process would involve working with Councillors, the LSP Board and Executive etc to agree draft objectives and targets for the new Community Strategy and the Council
 - c) **Autumn 2006:** Consultation on the proposals using universal media such as South Cambs magazine, website etc to set out proposed objectives and targets and to seek final feedback from the entire community.
 - d) **Late Autumn 2006.** Agree more detailed programmes and milestones to deliver the Community Strategy and the Council's objectives for inclusion in the budget and planning processes. At this stage it will also be possible to take into account the first six-month update on the LAA and plans for its future development.

- e) **January – March 2007:** Final drafting and publication of Community Strategy and adoption by the Council of its objectives. The Council would build milestones targets etc into its service plans and appraisals etc.
11. The above process will need to be conducted in a spirit of realism about resources both on the part of the Council and LSP. It is intended to try to be more targeted, using research and consultation to identify needs more precisely. It will enable the Council to align its objectives more closely with those of the Community Strategy and partners, but recognising that the Council has statutory responsibilities which it must discharge which might not fall within the Community Strategy.
12. The timetable fits in with the LAA in that proposals will be available for input into the refresh of the LAA for April 2007 onwards. The timetable is felt to be realistic and achievable, but does not allow for any major slippage. Much will also depend on progress on the Transformation Project.

Implications

13. **Resources:** The implementation of the our priorities for 2006/07 and the development of priorities for 2007/08 onwards will need to be met within the Medium Term Financial Strategy approved by the Council in November. Hence proposals to pursue our priorities will largely rely on partnership and the targeting or switching of existing resources. Emphasis is likely to remain on maintaining statutory services. The programme for the review of our priorities for 2007/08 onwards can be achieved within existing financial and staffing resources, but there will be pressure on staff as a result of recent staffing cuts.
14. **Risk:** There are some risks to the achievement of the timetable in paragraph 10 arising from pressures on staff; the impact of the Transformation Project; the time taken in reaching approval of future priorities and unforeseen pressures. This will require the process to be effectively project managed.

Recommendations

15. Members are recommended:
- a) To recommend the Council to continue the Council's current three priorities (customer service, Northstowe and affordable housing) into 2006/07;
 - b) To request Management Team to report back on a limited number of realistic outcomes and milestones to be achieved in the three priority areas in 2006/07 within existing planned resources;
 - c) To consider whether to give any direction to Management Team on specific areas where Members would like to see progress under the three priorities in 2006/07 **and/or** request officers to involve portfolio holders in (b)
 - d) To support the proposals in the report for a substantial review of the Council's corporate objectives and priorities from 2007/08, combining the process with the review of the Community Strategy.

Background Documents: No documents which have not already been published have been used.

Contact Officer: John Ballantyne, Chief Executive (01954 713011)

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APPENDIX**THE COUNCIL'S THREE PRIORITIES – PROGRESS AND POTENTIAL FUTURE AREAS FOR FURTHER DEVELOPMENT****Priority 1: Improving Customer Service**

By the end of 2005/06 the Council will have substantially achieved the target of 100% electronic service delivery set by the Government. There is potentially a great deal of further work to maximise the considerable investment in ICT infrastructure made by the Council to improve customer service and efficiency. Some of the areas for further development include:

- (a) Completing the "Transformation Project" in a way which will deliver clear benefits for customers.
- (b) Maximising the potential of the Contact Centre in terms of the range of services it can cover and the quality of service (responsiveness, user satisfaction etc)
- (c) Publicising and implementing customer service standards to drive improvements in customer service;
- (d) "Business re-engineering" to use our ICT capacity to change the way we do things to improve customer service and efficiency
- (e) Promoting the use of the "self service" capacity of the web site

Priority 2: Successful, sustainable new communities at Northstowe and other growth areas.

By the end of 2005/06 significant progress will have been made in terms of the LDF, establishing corporate arrangements and partnership arrangements. But this is only the beginning. Future activities will include:-

- a) Completing the planning framework, including the adoption of the LDF and supplementary planning documents; determination of the planning application and S106 statement for Northstowe and subsequent developments.
- b) Corporate and Partnership working: continuing to work effectively across the Council and with partners; being clear about objectives for the developments; ensuring the Medium Term Financial Strategy and the Workforce Plan make appropriate resources and skills available.
- c) Implementation/Development Control: detailed working with developers and other partners on scheme designs; co-ordination; design standards; consents; funding arrangements etc.
- d) Community Development/Community Services: working with partners to establish community facilities with appropriate management arrangements; governance and other community provision.
- e) Affordable Housing: working with partners and developers to maximise the provision of affordable housing.
- f) Climate Change: working to achieve sustainable solutions in terms of energy efficiency; energy generation; transport; water supply and conservation.

These are very process driven activities. But it is also important for the Council to be clear what it hopes to achieve for Northstowe and the other settlements, not just in terms of the completion of processes, but the quality of life they will offer.

Priority 3: To increase the supply of affordable housing

The Council's activities to support this priority have been focused on the development of appropriate planning policies and on housing development. Future targets of up to and above 300 new units per annum have been set in the Performance Plan. The main means of achieving these targets will be through developments at Northstowe and the Cambridge fringes, but importance is also attached to affordable housing in existing villages to meet local need.

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SOUTH CAMBRIDGESHIRE DISTRICT COUNCIL

REPORT TO:	Leader and Cabinet	8 December 2005
AUTHOR:	Finance and Resources Director	

**CAPITAL AND REVENUE ESTIMATES FOR THE
STAFFING AND CENTRAL OVERHEAD ACCOUNTS**

Purpose

1. To approve the Capital Programme up to the year 2008-09 and the Revenue Estimates up to 2006-07 for the Staffing and Central Overhead Accounts.

Effect on Corporate Objectives

2.	Quality, Accessible Services	To determine detailed staffing and overhead budgets to provide the resources for the Council to continue and improve its services to achieve its corporate objectives as far as possible within the financial constraints forced by capping.
	Village Life	
	Sustainability	
	Partnership	

Background

3. The draft estimates for all the services of the Council will be presented to the relevant Portfolio Holders in January, for consideration and endorsement. These will include the reductions in budgets that were agreed by Council on 27 October 2005 to meet the capping requirements. It is intended that those estimates will be brought together and all estimates presented to the Cabinet on the 9 February and the Scrutiny and Overview Committee on 16 February. The final approval of the estimates and the levels of Council Tax and Rents will be decided by the Council on 23 February 2006.
4. Before the above process can proceed, the estimates relating to the Staffing and Central Overhead Accounts need to be determined by the Cabinet, so that they may be fully recharged to all the services of the Council.
5. The estimates presented today concern the Staffing and Central Overhead Accounts only. The staffing costs have been categorised according to Portfolio, by assigning each current departmental cost centre to one portfolio only. The Wardens' and DLO/DSO operatives' costs continue to be excluded, as they are charged directly to their services.
6. The Revenue Estimates are shown in summary at **Appendix A** and in detail in a pack accompanying the agenda. **Appendix B** summarises the recharges to each portfolio and the Housing Revenue Account, whilst the relevant Capital Estimates are shown at **Appendix C**.
7. These estimates incorporate all decisions made by the Cabinet up to today and also anticipate, in broad terms, the total savings in the Shire Homes restructuring proposals being presented at this meeting. In particular, they include the staffing and central overhead cost implications of the approved savings proposals agreed by Council to meet the capping requirements. The relevant approved increases in budgets are also incorporated. Any changes approved at this meeting could be added

in to these estimates and still recharged to services. Any later staffing adjustments could be subsequently added to the estimates, but the costs or reductions would remain unallocated to services until the Revised Estimates are completed in December 2006.

8. These estimates reflect the costs of the current staff structure, with adjustments for approved savings. All fixed term posts have been included in the estimates to the end of the approved period only. No account has been made of possible future changes arising from the Transformation Project.

Considerations

INFLATION AND PAY AWARDS

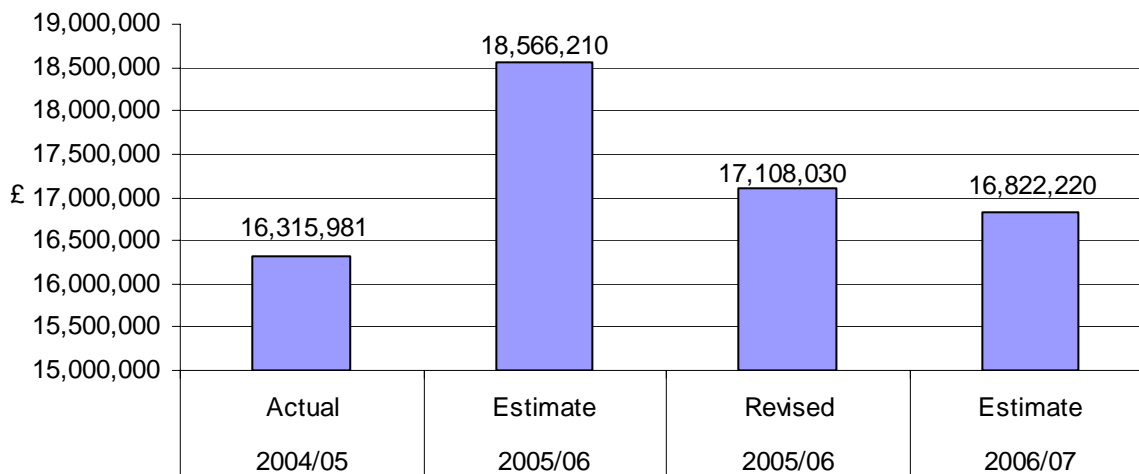
9. In 2005-06, there was a pay award of 2.9% and provision for inflation of 2½%. In 2006-07, a provision of 2½% has been applied to cover both the annual pay award and inflation on expenditure generally. These provisions are in line with government targets and the underlying inflation in September 2005. Further provision is made for increases in local government pension costs (see paragraph 16 below).

REVENUE ESTIMATES: REVISED 2005-06 AND ESTIMATES 2006-07

10. A summary of the revenue estimates for Staffing and Central Overhead Accounts is shown at **Appendix A**.

TOTAL RECHARGEABLE CENTRAL COSTS

11. All costs of the staffing and central overheads are recharged both between these accounts and to all the services of the Council.
12. The rechargeable expenditure has a significant impact on the total revenue expenditure of each service. The net estimated expenditure to be recharged to services in 2006-07 is £16.822m, which is £1.744m (9%) less than the original estimate for 2005-06 and £0.507 (3%) more than the 2004-05 actual expenditure. The 2005-06 revised figure of £17.108m is £1.458m (8%) less than the original estimate and £0.793m (5%) more than the 2004-05 actual expenditure. These comparisons are shown diagrammatically below:

TOTAL RECHARGEABLE CENTRAL COSTS

13. The net costs to be recharged have also been analysed on Appendix A, as a memorandum note, to show that capital charges are £103,080 lower in the Revised 2005-06 and £83,770 lower in the Original 2006-07 estimates. Although capital charges must be included in recharges to services, they are reversed out on the General Fund summary, so they do not affect the level of council tax. However, it should be noted that the capital charges are generated as a result of capital expenditure, which will reduce interest due on the Council balances. The decrease in capital charges is specifically due to ICT capital expenditure.
14. The Total Central Rechargeable Costs are made up of Staffing Costs, which are referred to in paragraphs 15 to 29, and Central Overheads, which are dealt with in paragraphs 30 to 35.

STAFFING (DEPARTMENTAL) COSTS (including all ICT costs)

15. Provision was made in the 2005-06 original estimates for a local pay award from April 2005 of 3% for all staff. The revised estimates include the actual award of 2.9%. The estimates for 2006-07 provide for a pay award of 2.5% for all staff.
16. Provision has also been made for a further increase of 2.1% in the employer's pension contribution rate, from 11.2% to 13.3%, with effect from April 2006. After taking this and the estimated 2.5% pay award increase into account, the estimated increased cost to the Council in 2006-07 of each employee at a given pay scale is therefore around 4.6%, before any increase due to incremental progression is taken into account. However, the majority of staff will still receive an increment in 2006-07, mainly as a result of the extended pay ranges introduced in the PricewaterhouseCoopers pay review. In these cases, the cost of the increment is on average another 3.4%, making an increase of 8% in total on those employees. It is estimated that the cost of this incremental drift could be in excess of £200k in 2006-07, almost all of which would fall on the General Fund services. This increase, and those falling in future years has not been included in the financial strategy of the Council, but it appears that other additional savings may have covered the majority of this increase (see paragraph 47).

17. The net estimated staffing expenditure in 2006-07 is £14.573m, which is £1.533m (10%) less than the original estimate for 2005-06 and £0.790m (6%) more than the 2004-05 actual expenditure. The 2005-06 revised figure of £14.813m is £1.293m (8%) less than the original estimate and £1.030m (7%) more than the 2004-05 actual expenditure.
18. The staffing costs have been analysed by portfolio rather than Departments to reflect the areas of responsibility of each Portfolio Holder. Individual Portfolio Holders will have been given an analysis of their staffing costs, by cost centre. Complete sets of this documentation are held by the Leader and the Resources and Staffing Portfolio Holder and can be made available to other Members on request.
19. The following table shows a comparison by portfolio of the original Estimate 2005-06 with both the Revised Estimate 2005-06 and the Estimate 2006-07.

<u>Departmental Costs by Portfolio</u>	Estimate 2005-06 £	Revised 2005-06 £	Estimate 2006-07 £
Resources and Staffing	3,682,030	- 118,170	- 1,620
Information and Customer Services	3,696,180	- 382,700	- 807,340
Environmental Health	1,841,230	- 83,330	+ 63,190
Housing	2,756,860	- 208,840	- 347,080
Planning and Econ. Development	2,831,990	- 304,080	- 247,670
Conservation, Sustainability and C.P	425,460	- 12,170	+ 19,990
Community Development	872,790	- 184,060	- 212,090
TOTAL	16,106,540	- 1,293,350	- 1,532,620

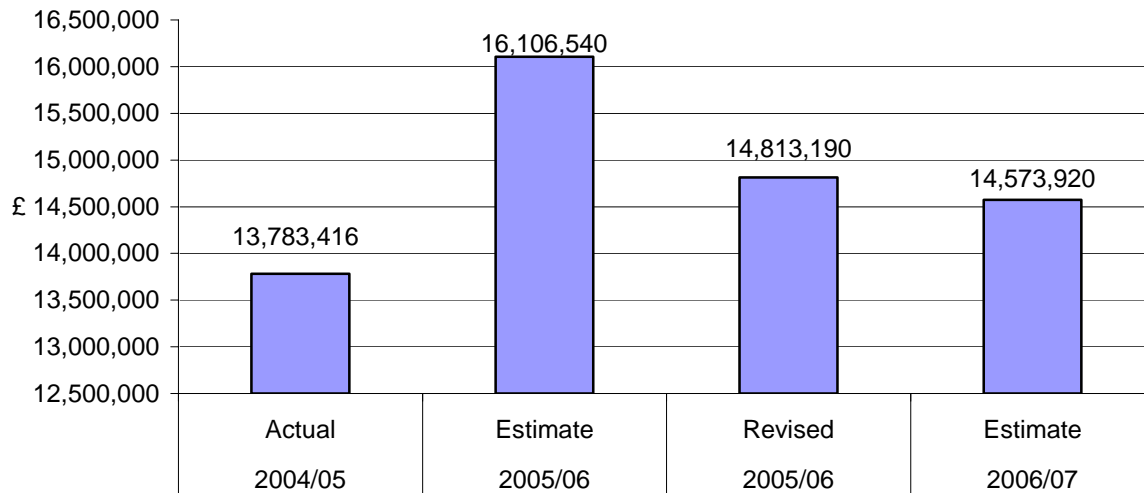
Overall figures	<u>16,106,540</u>	<u>14,813,190</u>	<u>14,573,920</u>
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20. The staffing costs (including all ICT costs) may also be analysed by Department, to reflect the responsibilities of the Chief Officers. These figures are included as Memorandum Accounts at the back of the estimates pack accompanying the agenda. All figures, including the comparative figures, reflect the current departmental structure.

<u>Departmental Costs by Dept</u>	Estimate 2005-06 £	Revised 2005-06 £	Estimate 2006-07 £
Chief Executive	1,509,120	- 195,040	- 186,540
Finance and Resources (exc. ICT)	3,523,660	- 89,660	- 30,490
ICT	3,296,560	- 352,690	- 773,490
Housing and Env. Services	4,248,360	- 200,400	- 203,850
Development Services	3,528,840	- 455,560	- 338,250
Total	16,106,540	- 1,293,350	- 1,532,620

21. The overall staffing figures are shown diagrammatically below:

STAFFING (DEPARTMENTAL) COSTS



22. Comments on the figures for each portfolio are set out in paragraphs 23 to 29. Note that with reference to the progressive increases in payroll costs in paragraph 16 (up to 8%) and the inflation allowance on other costs (2.5%), the expected overall increase on the department accounts without any change would be around 6%.
23. **Resources and Staffing:**
 Numerous significant agreed reductions have been applied in the estimates for Land Charges, Legal, Accountancy, Human Resources and Payroll, Cambridge Office, Benefits and Cashiers within the Finance and Resources Department and Policy Performance in the Chief Executive's Department. These have resulted in the removal of 9½ posts. However, approval was also given to the appointment of three revenues staff and also a Legal Assistant, who will be employed to reduce the external legal fees within the Planning Portfolio. In the current year, there were also additional costs relating to the council tax rebilling. The very small overall reduction in 2006-07 is mainly due to the high effect of annual salary increments in most areas of the Finance and Resources and Chief Executive's departments.
24. **Information and Customer Services:**
 The reductions are mostly in the area of ICT. The largest savings arise from not extending fixed term posts, the removal of two permanent posts, bringing the Serco contract in-house and reductions in costs of E-government requirements and Phase I of the Contact Centre. In the current year, one-off savings have occurred through slippage on Phase II of the Contact Centre and the non-recruitment to two posts. However, there is also additional ICT expenditure of £60,900 in 2005-06 approved as a rollover from 2004-05. In both Democratic Services and Electoral Services there were net reductions of half a post. It should also be noted that lower capital charges on ICT contributed significantly to the reduced figures. They were lower by £146,090 in 2005-06 and £117,340 in 2006-07. These are not savings, as the amounts are added back in the General Fund summary (see paragraph 13).

25. **Environmental Health:**

The lower cost in the current year is mainly due to delaying the recruitment of vacant posts. Savings in both years also result from the deletion of one Pest Control post, the non-renewal of two fixed term posts in the Home Improvement Agency and other miscellaneous reductions. These reductions are partly offset by an accounting change to move the costs of one member of staff from the DSO. In 2006-07, there is an increase of £63,190 in expenditure compared with the 2005-06 original estimate. This is due to inflation, the cost of salary increments and the transferred member of staff.

26. **Housing:**

A restructuring of the Housing Development Team in the Development Services department resulted in two less posts and 60% outside funding of another. These create annual savings of around £85,000 in 2005-06 and £95,000 in 2006-07 for the General Fund. The balance of the reductions originates from the Housing Department in relation to the restructuring of Shire Homes and will almost exclusively affect the Housing Revenue Account. However, when the Housing estimates were finally completed last year, £160,000 of savings (where posts were not to be filled) was already anticipated within the Housing Revenue Account for 2005-06, so that account will in fact be overspent this year in respect of this departmental expenditure. The overspending is mainly due to the cost of redundancies in the current year. In 2006-07, the estimated *total* cost and allocation to services of Shire Homes is intended to reflect the final cost position, although the exact details of individual posts are still being finalised.

27. **Planning and Economic Development:**

Four vacant posts in the Building Control division of Development Services have been removed from the estimates and the direct costs of one post are being funded from Cambridge Horizons, resulting in approved savings in both years. The remainder of the £304,080 saving in 2005-06 is mainly due to vacant posts that either have or will be filled. Provision continues to be made for officers who are to be funded from Planning Delivery Grant, but only until the end of the approved period for fixed term contracts, resulting in a reduction of £81,000 in 2006-07, compared with the original 2005-06 estimates. Only the expenditure is shown in these estimates, with the grant income being included in the portfolio service estimates. In 2006-07, the Street Naming Officer post has been reduced to part-time. Also in 2006-07, expenditure and income has been included for the additional post of Senior Officer Northstowe, but this is on the understanding that it will be filled only when Cambridgeshire Horizons confirms the funding. There is a further saving in 2006-07 of £77,000 due to temporary and agency staff required for one-off scanning work being removed from the base estimates.

28. **Conservation, Sustainability and Community Planning:**

There were no staffing reductions in Conservation or Sustainability. In Conservation, the estimates now include the additional posts of Landscape Assistant, to be funded from Planning Delivery Grant, and Urban Designer, on the understanding that it will be filled only when Cambridgeshire Horizons confirms the funding. In Community Services, one of the two vacant posts aimed at developing community facilities for Northstowe and other growth areas has been removed from the estimates, but if funding were subsequently found from Cambridgeshire Horizons, the post could be reinstated. However, it should be noted that, although this post will reduce the recharges to this portfolio, the reduction in staffing costs is in fact included within the Community Development figures below, because Community Services staff are accounted for under that portfolio.

29. **Community Development:**

In addition to the post referred to in the previous paragraph, the Community Services posts are being reduced by 5.8 full time equivalents, being three vacant posts, two redundancies and two posts with reduced hours. The revised estimate 2005-06, which has reduced by £184,060 compared with the original estimate, includes a further saving of £33,000 in respect of the vacancy for most of the year of the second growth area post (see previous paragraph). This extra saving, which was not included in the savings proposals, will reduce recharges to the Conservation, Sustainability and Community Planning Portfolio.

CENTRAL OVERHEADS

30. **South Cambridgeshire Hall, Station Road and Oakington Offices:**

There have been no costs since vacating these premises in 2004-05.

31. **Waterbeach Depot:**

In 2005-06, additional costs of £8,000 have now been included for legal fees in respect of the lease agreement. A rollover of up to £20,000 was approved for this purpose.

32. **Cambourne Office:**

In both years there are more savings in addition to the approved reductions, particularly in relation to the costs of telephones, energy and rates. Overall, the Cambourne costs reduce by £123,450 in the 2005-06 revised estimates and £133,880 in the 2006-07 estimates. The extra savings have fully compensated for some lower than anticipated savings arising in a small number of other areas.

33. **Cambridge Office:**

Although the cost of using the premises has not diminished, due to the service being provided by the City Council, there is an annual saving on the staff costs, which are within the resources and staffing portfolio staffing estimates (see paragraph 23 above).

34. **Central Expenses:**

Central training has been reduced by £28,000 and the cash security service has been removed. Also, employee related insurance is £16,080 lower in the current year and £10,790 lower in 2006-07.

35. **Central Support Services:**

The direct central support costs have decreased due to savings in stationery, printing and charging for drinks machines. However, the overall fall in expenditure is mainly due to a reduction of recharges allocated to this area from the Finance and Resources Department (by £78,540 in 2005-06 and £130,060 in 2006-07). This arises from the removal of all staff from the Cambridge Office.

RECHARGES TO SERVICES

36. A summary of recharges to services is shown at **Appendix B**. These will be charged to the General Fund Portfolios, the Housing Revenue Account and capital accounts.

37. The revised estimate of recharges to General Fund services amounts to £13,388m, which is £1.165m less than the original estimate. In 2006-07, the estimated figure is £13,481m, which is £1.072m less than the 2005-06 original estimate. However, an element of these reductions is due to lower capital charges, which will be added back in the final general fund summary. A comparison of the General Fund recharges with

a calculated figure using the original estimate adjusted for the effects of the savings exercise is made on Appendix B. The conclusion is described in paragraph 47.

38. The revised estimate of recharges to the Housing Revenue Account amounts to £2,956m, which is £0.156m less than the original estimate. In 2006-07, the estimated figure is £2,666m, which is £0.446m less than the 2005-06 original estimate.

CAPITAL ESTIMATES: REVISED 2005-06 AND ESTIMATES 2006- 07 TO 2008- 09

39. The Capital Programme relating to the Staffing and Central Overhead Accounts is submitted for approval at **Appendix C**. The only capital expenditure relevant to these accounts relate to the new Cambourne offices and ICT Development (including CASCADE).
40. Comments concerning the items in the programme are included in the notes to **Appendix C**.

Financial Implications

41. The estimated central costs rechargeable to services, as shown in **Appendix B**, will be shown in all portfolio estimates as Central, Departmental and Support Services and will also be recharged to capital accounts, as appropriate.
42. The capital estimates in **Appendix C** will be included in the Council's Capital Programme. The funding of these initial capital payments will normally be financed from the available capital receipts. In future years, the relevant revenue accounts will be charged additional capital charges for use of the assets purchased.

Legal, Staffing and Risk Management Implications

43. There are no additional implications. The staffing and central overhead estimates show the financial effects of decisions that have already been made.

Consultations

44. The cost centre managers in all departments, who are responsible for setting the level of their respective budgets and controlling the expenditure within them, have been consulted extensively in the compilation of the estimate figures.

Conclusions/Summary

45. These estimates form only the first part of the estimate process. The recommended savings and spending relevant to the departmental and central overhead accounts have been incorporated and all areas reviewed in detail.
46. The overall revised revenue estimate in this area for 2005-06 amounts to £17.108m, which is £1.458m (8%) less than the original, and the figure for 2006-07 is £16.822m, which is £1.204m (7%) less. The decreases are mainly due to the savings decisions to meet the capping requirements.
47. On **Appendix B**, the estimated recharges to be made to General Fund services is compared with a calculated figure using the original estimate adjusted for the effects of the savings exercise. This results in a very close comparison in both years. In 2005-06, the revised figure is £89,660 (0.66%) within the savings target. If approved rollovers had been allowed for in the savings exercise, this would have been a further

£108,900 within the target. In 2006-07, the estimate is £92,510 (0.69%) outside the savings target. Considering the scale of this expenditure, this is considered to be within acceptable limits. Of course, these estimates form only part of the 2006-07 budget. Portfolio Holders will be considering service estimates separately. The final outcome for the General Fund will not be confirmed until the estimates are brought together in February.

48. The part of the capital programme relating to central accounts is set out in **Appendix C**.

Recommendations

49. Members are requested to:
- (a) confirm the inflation figure of 2½% both for general expenditure and pay awards, on which all the estimates are being prepared (paragraph 9): and
 - (b) approve the revenue estimates and recharges as presented and shown at **Appendix A and Appendix B**; and
 - (c) approve the capital programme as shown at **Appendix C**;

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

Estimate files within the Accountancy Division of the Finance and Resources Department
Detailed estimates pack.

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APPENDIX A

Actual 2004/05 £	<u>STAFFING AND CENTRAL OVERHEAD ACCOUNTS</u>	Estimate 2005/06 £	Revised 2005/06 £	Estimate 2006/07 £
	SUMMARY OF EXPENDITURE RECHARGED TO SERVICES OF ALL PORTFOLIOS			
	Portfolio Staffing Expenditure			
3,452,327	Resources and Staffing	3,682,030	3,563,860	3,680,410
2,935,363	Information and Customer Services	3,696,180	3,313,480	2,888,840
1,516,739	Environmental Health	1,841,230	1,757,900	1,904,420
2,460,436	Housing	2,756,860	2,548,020	2,409,780
2,317,194	Planning and Economic Development	2,831,990	2,527,910	2,584,320
378,358	Conservation, Sustainability and Community Planning	425,460	413,290	445,450
722,999	Community Development	872,790	688,730	660,700
13,783,416	Departmental Expenditure excluding overheads	16,106,540	14,813,190	14,573,920
	Overhead Accounts			
172,727	South Cambridgeshire Hall Offices	0	0	0
42,999	Station Road Offices	0	0	0
24,054	Oakington Depot	0	0	0
126,453	Waterbeach Depot	121,030	130,250	126,630
1,925,645	Cambourne Office	1,992,760	1,869,310	1,858,880
51,042	Cambridge Office	42,850	45,630	43,210
370,255	Central Expenses	420,130	363,870	363,550
642,101	Central Support Services - Other	603,930	523,870	433,270
17,138,692	Departmental Expenditure and Overheads	19,287,240	17,746,120	17,399,460
(822,711)	Less Recharges included above from : Departments to Overheads	(721,030)	(638,090)	(577,240)
16,315,981	Net costs to be recharged	18,566,210	17,108,030	16,822,220
(16,315,981)	Recharges to all Portfolio Direct Services from : Departments and Admin Buildings (inc.Depot)	(18,573,210)	(17,108,030)	(16,822,220)
0	Unallocated cost/(credit) to General Fund and HRA	(7,000)	0	0
0	Less unallocated cost apportioned to HRA: None	0	0	0
0	Net unallocated cost/(credit) to General Fund Summary	(7,000)	0	0
Analysis of net costs to be recharged:				
16,315,981	Net costs to be recharged as above	18,566,210	17,108,030	16,822,220
(635,322)	Less capital charges (no overall effect on General Fund) Departmental	(838,160)	(692,070)	(720,550)
(835,374)	Administrative Buildings	(842,270)	(885,280)	(876,110)
14,845,285	Net direct costs excluding capital charges	16,885,780	15,530,680	15,225,560

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APPENDIX B

Actual 2004/05 £	SUMMARY OF RECHARGES TO SERVICES	Estimate 2005/06 £	Revised 2005/06 £	Estimate 2006/07 £
	Portfolios - General Fund			
3,112,416	Resources and Staffing	3,413,050	3,236,030	3,288,510
1,268,505	Information and Customer Services	1,344,590	1,232,470	1,158,520
2,165,702	Environmental Health	2,592,970	2,489,990	2,556,260
734,797	Housing - General Fund	895,880	815,250	859,400
3,892,940	Planning and Economic Development	4,582,570	4,175,380	4,267,220
466,397	Conservation, Sustainability and Community Planning	677,450	577,040	641,390
975,060	Community Development	1,047,130	862,820	710,520
<u>12,615,817</u>	Total Recharges to Portfolios (General Fund)	<u>14,553,640</u>	<u>13,388,980</u>	<u>13,481,820</u>
2,943,071	Housing Revenue Account	3,112,470	2,956,010	2,666,080
0	Commercial Holding Accounts (to HRA/Env.Health)	0	0	0
757,093	Capital	907,100	763,040	674,320
<u>16,315,981</u>	Total Recharges to Services	<u>18,573,210</u>	<u>17,108,030</u>	<u>16,822,220</u>

COMPARISON OF GENERAL FUND RECHARGES FOR SAVINGS EXERCISE:

GF Recharges in Original estimates 2005-06, as above	14,553,640	14,553,640
Add		
Inflation on original estimates (4.6% salaries, 2.5% other)	0	670,840
Rebilling costs (current estimate out of £100,000)	45,000	0
Assumed proportion of shared savings going to HRA	90,000	150,000
Less		
Reduction in Capital Charges (added back in GF summary)	(103,080)	(83,770)
Capping reductions 2005-06	(1,078,410)	0
Capping reductions 2006-07 + inflation	0	(1,835,050)
Virement to services	(15,000)	0
Net reduction in staff funded from Planning Delivery Grant	(13,510)	(66,350)
Adjusted Original Estimate for comparison with current estimates	13,478,640	13,389,310
GF Recharges in Revised Est 2005-06, Est 2006-07	13,388,980	13,481,820
NET GAIN/(LOSS) COMPARED TO SAVINGS EXERCISE	89,660	(92,510)

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APPENDIX C

Staffing and Central Overhead Accounts

	Notes	Actual 2004/05 £	Estimate 2005/06 £	Revised 2005/06 £	Estimate 2006/07 £	Estimate 2007/08 £	Estimate 2008/09 £
CAPITAL EXPENDITURE							
Resources and Staffing Portfolio							
Administrative Buildings							
New Cambourne Offices	1	998,820	0	330,000	0	0	0
Information and Customer Services Portfolio							
Finance and Resources Department							
ICT Development (inc. CASCADE)	2	516,539	515,000	720,300	603,750	107,000	147,000
TOTAL CAPITAL EXPENDITURE		1,515,359	515,000	1,050,300	603,750	107,000	147,000
FINANCED BY:							
Capital Receipts		1,140,219	365,000	867,300	511,500	107,000	147,000
Grants		375,140	150,000	183,000	92,250	0	0
General Fund		0	0	0	0	0	0
TOTAL FINANCING		1,515,359	515,000	1,050,300	603,750	107,000	147,000

Memorandum Note :

REVISED ESTIMATE COMPARISON WITH ORIGINAL ESTIMATE:

by adjusting for funding and other factors

Figures as above	515,000	1,050,300
Less ICT expenditure funded from grant	(150,000)	(183,000)

Authorisation to exceed Original Estimates in 2005/06:

Rollovers from 2004/05 -

ICT Development (inc. CASCADE)

New Cambourne Offices

583,500

330,000

COMPARISON OF ORIGINAL AND REVISED ESTIMATE

after adjustment for funding and other factors

3

1,278,500867,300

reduction of : 411,200

Notes:

- 1 The 2005/06 revised estimate in respect of the new Cambourne offices is the authorised rollover from 2004/05.
- 2 There is an increase in the revised estimate for ICT Development (inc.CASCADE), due to the approved rollovers. However, the effect of this additional expenditure is offset by the rephasing of current capital expenditure into future years.
- 3 The memorandum note shows the effect of the rollovers on the original estimate and shows that the revised is well within the adjusted original estimate.

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FOR INFORMATION

DETAILED REVENUE ESTIMATES
AND CAPITAL ESTIMATES FOR THE
STAFFING AND CENTRAL OVERHEAD ACCOUNTS

REVENUE:

REVISED 2005/2006

ESTIMATE 2006/2007

CAPITAL:

REVISED 2005/2006

ESTIMATES TO 2008/09

SUBJECT TO APPROVAL ON 8th DECEMBER 2005

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Actual 2004/05 £	STAFFING AND CENTRAL OVERHEAD ACCOUNTS	Estimate 2005/06 £	Revised 2005/06 £	Estimate 2006/07 £
	SUMMARY OF EXPENDITURE RECHARGED TO SERVICES OF ALL PORTFOLIOS			
	Portfolio Staffing Expenditure			
3,452,327	Resources and Staffing	3,682,030	3,563,860	3,680,410
2,935,363	Information and Customer Services	3,696,180	3,313,480	2,888,840
1,516,739	Environmental Health	1,841,230	1,757,900	1,904,420
2,460,436	Housing	2,756,860	2,548,020	2,409,780
2,317,194	Planning and Economic Development	2,831,990	2,527,910	2,584,320
378,358	Conservation, Sustainability and Community Planning	425,460	413,290	445,450
722,999	Community Development	872,790	688,730	660,700
13,783,416	Departmental Expenditure excluding overheads	16,106,540	14,813,190	14,573,920
	Overhead Accounts			
172,727	South Cambridgeshire Hall Offices	0	0	0
42,999	Station Road Offices	0	0	0
24,054	Oakington Depot	0	0	0
126,453	Waterbeach Depot	121,030	130,250	126,630
1,925,645	Cambourne Office	1,992,760	1,869,310	1,858,880
51,042	Cambridge Office	42,850	45,630	43,210
370,255	Central Expenses	420,130	363,870	363,550
642,101	Central Support Services - Other	603,930	523,870	433,270
17,138,692	Departmental Expenditure and Overheads	19,287,240	17,746,120	17,399,460
(822,711)	Less Recharges included above from : Departments to Overheads	(721,030)	(638,090)	(577,240)
16,315,981	Net costs to be recharged	18,566,210	17,108,030	16,822,220
(16,315,981)	Recharges to all Portfolio Direct Services from : Departments and Admin Buildings (inc.Depot)	(18,573,210)	(17,108,030)	(16,822,220)
0	Unallocated cost/(credit) to General Fund and HRA	(7,000)	0	0
0	Less unallocated cost apportioned to HRA: None	0	0	0
0	Net unallocated cost/(credit) to General Fund Summary	(7,000)	0	0
Analysis of net costs to be recharged:				
16,315,981	Net costs to be recharged as above	18,566,210	17,108,030	16,822,220
(635,322)	Less capital charges (no overall effect on General Fund)	(838,160)	(692,070)	(720,550)
(835,374)	Departmental Administrative Buildings	(842,270)	(885,280)	(876,110)
14,845,285	Net direct costs excluding capital charges	16,885,780	15,530,680	15,225,560

Actual 2004/05 £		Estimate 2005/06 £	Revised 2005/06 £	Estimate 2006/07 £
SUMMARY OF ALL STAFFING COSTS (excluding Wardens and DLO/DSO staff)				
EXPENDITURE				
	Employees			
10,128,882	Salaries(excluding Wardens)	11,842,880	10,718,340	11,597,960
466,058	Other Employee Costs	238,870	431,630	202,060
3,739	Premises	1,940	1,200	11,250
	Transport Related Expenses			
396,008	Car Allowances	469,530	416,060	435,310
	Supplies & Services			
120,285	Equipment, Furniture, Materials,Clothing etc.	131,040	115,420	113,180
	Printing, Stationery, General			
122,092	Office Expenses,Books and Manuals etc.	122,700	126,660	113,120
82,608	Internal Audit Fees	86,090	86,090	88,200
2,881	Bank Charges	1,100	3,340	3,350
278,886	Legal, Professional and Consultancy	372,430	437,810	142,280
26,011	Microfilming	29,000	29,000	34,740
22,701	Other	24,100	31,430	22,280
	Communications and Computing			
133,899	Postage	150,000	144,170	131,960
38,232	Telephones	68,370	69,150	68,980
283,200	Computers and Word Processors	303,150	326,100	296,450
24,283	Debit Cards	14,320	14,000	14,000
	Expenses			
12,865	Staff Subsistence	12,520	10,250	12,860
69,150	Seminars and Courses	116,590	89,570	99,050
	Grants and Subscriptions			
35,856	Subscription to Professional Bodies	36,520	36,490	38,650
	Capital Financing Costs			
0	Direct Revenue Financing	0	0	0
635,322	Capital Charges	838,160	692,070	720,550
	Miscellaneous			
4,027	Other	15,720	9,680	16,570
	Agency and Contracted Services			
1,069,328	External Contractors	1,367,030	1,171,030	698,080
	Income			
(99,059)	Government Grants	(72,200)	(72,200)	(72,200)
(73,838)	Other Income	(63,320)	(74,100)	(214,760)
<u>13,783,416</u>	DIRECT EXPENDITURE SUMMARY	<u>16,106,540</u>	<u>14,813,190</u>	<u>14,573,920</u>

Actual 2004/05 £		Estimate 2005/06 £	Revised 2005/06 £	Estimate 2006/07 £
PORTFOLIO STAFFING COSTS				
RESOURCES AND STAFFING				
EXPENDITURE				
Employees				
2,906,837	Salaries	3,178,990	2,993,390	3,252,000
40,478	Appointment of New Staff	19,420	36,870	16,660
96,285	Agency Staff	13,000	90,920	4,880
4,674	Training	10,380	3,300	8,710
1,293	Other	200	6,600	0
Premises				
1,187	Rent	1,200	1,200	1,250
	Other	330	0	0
Transport Related Expenses				
53,146	Car Allowances	51,240	51,090	53,450
Supplies and Services				
90,076	Equipment, Furniture and Materials	87,280	87,240	83,300
2,505	Clothing and Laundry	1,670	560	920
	Printing, Stationery and General			
50,007	Office Expenses	52,570	64,290	54,710
30,920	Books and Manuals	22,370	21,770	15,240
82,608	Internal Audit Fees	86,090	86,090	88,200
8,355	Legal	10,810	8,200	9,400
2,881	Bank Charges	1,100	3,340	3,350
(1,703)	Professional and Consultancy	40,590	10,940	10,860
0	Delivery Fees	0	0	0
4,004	Other	3,100	10,750	7,420
Communications and Computing				
73,224	Postage	77,450	83,500	73,270
2,028	Telephones	2,810	2,380	2,410
9,567	Purchase of Equipment and Software	11,820	9,680	5,070
3,236	Rental and Operational Leases	8,220	6,460	6,550
105	Repair and Maintenance	900	850	2,670
0	Materials	0	0	0
0	Stationery	0	0	0
187	Insurance	200	220	230
24,283	Debit Cards	14,320	14,000	14,000
Expenses				
5,004	Staff Subsistence	4,760	3,980	4,690
18,370	Seminars and Courses	37,760	28,500	33,140
Grants and Subscriptions				
8,383	Subscription to Professional Bodies	10,580	12,850	13,160
Miscellaneous				
869	Other	9,130	1,150	1,150
Capital Financing Costs				
11,998	Capital Charges	0	0	0
Income				
(72,200)	Government Grants	(72,200)	(72,200)	(72,200)
(6,280)	Other	(4,060)	(4,060)	(14,080)
3,452,327	DIRECT EXPENDITURE SUMMARY	3,682,030	3,563,860	3,680,410

Actual 2004/05 £		Estimate 2005/06 £	Revised 2005/06 £	Estimate 2006/07 £
PORTFOLIO STAFFING COSTS				
INFORMATION AND CUSTOMER SERVICES				
EXPENDITURE				
Employees				
703,425	Salaries	852,440	760,450	1,013,260
20,029	Appointment of New Staff	8,750	16,500	6,400
21,144	Agency Staff	2,100	7,000	6,250
1,362	Training	810	820	30,520
780	Other	0	0	0
Premises				
0	Repairs and Maintenance	0	0	10,000
21	Other	20	0	0
Transport Related Expenses				
6,189	Car Allowances	6,530	3,530	4,150
Supplies and Services				
324	Equipment, Furniture and Materials	930	310	460
0	Clothing and Laundry	0	0	0
	Printing, Stationery and General			
300	Office Expenses	630	340	390
22,600	Books and Manuals	19,600	19,270	19,990
0	Legal	0	0	0
218,911	Professional and Consultancy	286,850	302,690	77,730
0	Other	0	0	0
Communications and Computing				
5,018	Postage	4,930	3,150	2,860
12,708	Telephones	36,900	41,480	39,950
21,480	Development of Orchard System	26,890	29,890	27,560
46,593	Purchase of Equipment and Software	27,730	53,260	47,270
10,735	Rental and Operational Leases	1,200	5,460	5,600
159,463	Repair and Maintenance	194,150	190,680	159,780
0	Materials	820	0	0
0	Stationery	0	0	0
5,760	Insurance	6,000	5,830	5,980
Expenses				
2,061	Staff Subsistence	1,110	760	910
7,554	Seminars and Courses	10,660	7,260	8,960
Grants and Subscriptions				
3,261	Subscription to Professional Bodies	1,940	1,940	1,980
Miscellaneous				
121	Other	270	130	210
Capital Financing Costs				
0	Direct Revenue Financing	0	0	0
623,055	Capital Charges	837,890	691,800	720,550
Agency and Contracted Services				
1,069,328	External Contractors	1,367,030	1,171,030	698,080
Income				
(26,859)	Government Grants	0	0	0
0	Other	0	(100)	0
<u>2,935,363</u>	DIRECT EXPENDITURE SUMMARY	<u>3,696,180</u>	<u>3,313,480</u>	<u>2,888,840</u>

Actual 2004/05 £		Estimate 2005/06 £	Revised 2005/06 £	Estimate 2006/07 £
PORTFOLIO STAFFING COSTS				
ENVIRONMENTAL HEALTH				
EXPENDITURE				
	Employees			
1,301,251	Salaries	1,590,910	1,505,510	1,649,810
11,787	Appointment of New Staff	27,650	18,300	16,900
39,328	Agency Staff	19,260	19,050	14,820
18,562	Training	10,160	9,160	9,350
952	Other	490	250	260
	Transport Related Expenses			
89,100	Car Allowances	106,940	91,890	99,120
	Supplies and Services			
11,190	Equipment, Furniture and Materials	15,150	7,520	7,690
543	Clothing and Laundry	1,090	1,100	1,370
	Printing, Stationery and General			
2,108	Office Expenses	3,070	2,380	2,970
2,037	Books and Manuals	4,200	4,100	4,250
10,583	Professional and Consultancy	18,230	19,230	18,590
17,214	Other - Out of Hours Telephone Service	21,000	20,680	14,860
	Communications and Computing			
5,172	Postage	7,250	7,110	8,430
8,076	Telephones	8,690	6,880	7,650
2,573	Purchase of Equipment and Software	5,910	4,170	5,770
10,789	Repairs & Maintenance	11,030	11,200	11,540
241	Stationery	200	500	510
2,790	Insurance	2,630	3,300	3,310
	Expenses			
2,867	Staff Subsistence	2,580	1,400	2,530
15,080	Seminars and Courses	19,700	19,200	19,420
	Grants and Subscriptions			
3,992	Subscription to Professional Bodies	4,490	4,250	4,730
	Miscellaneous			
504	Other	820	820	770
	Income			
(40,000)	Other	(40,220)	(100)	(230)
<u>1,516,739</u>	DIRECT EXPENDITURE SUMMARY	<u>1,841,230</u>	<u>1,757,900</u>	<u>1,904,420</u>

Actual 2004/05 £		Estimate 2005/06 £	Revised 2005/06 £	Estimate 2006/07 £
PORTFOLIO STAFFING COSTS				
HOUSING				
EXPENDITURE				
	Employees			
2,139,223	Salaries	2,501,390	2,197,910	2,178,610
9,936	Appointment of New Staff	4,000	15,000	1,200
112,323	Agency Staff	26,200	90,200	40,500
2,009	Training	750	250	750
1,624	Other	900	10,600	400
	Premises Related Expenses			
2,075	Garage Rents	0	0	0
0	Other	0	0	0
	Transport Related Expenses			
110,149	Car Allowances	131,870	115,530	114,120
	Supplies and Services			
3,292	Equipment, Furniture and Materials	6,600	3,780	4,050
308	Clothing and Laundry	950	670	800
	Printing, Stationery and General			
4,999	Office Expenses	11,150	4,130	4,600
653	Books and Manuals	950	1,000	1,000
32,008	Professional and Consultancy	15,800	65,600	25,550
	Other	0	0	0
	Communications and Computing			
18,159	Postage	24,850	20,150	16,150
9,248	Telephones	12,600	10,500	10,660
8,588	Purchase of Equipment and Software	3,300	3,400	13,400
925	Repairs and Maintenance	1,000	1,000	1,000
	Insurance	0	0	0
	Expenses			
635	Staff Subsistence	1,840	1,870	2,190
11,910	Seminars and Courses	22,000	11,900	13,900
	Grants and Subscriptions			
9,764	Subscription to Professional Bodies	9,410	7,600	8,700
	Miscellaneous			
0	Other	300	2,200	10,700
	Income			
(17,392)	Other	(19,000)	(15,270)	(38,500)
<u>2,460,436</u>	DIRECT EXPENDITURE SUMMARY	<u>2,756,860</u>	<u>2,548,020</u>	<u>2,409,780</u>

Actual 2004/05 £		Estimate 2005/06 £	Revised 2005/06 £	Estimate 2006/07 £
PORTFOLIO STAFFING COSTS				
PLANNING AND ECONOMIC DEVELOPMENT				
EXPENDITURE				
	Employees			
2,103,191	Salaries	2,547,730	2,293,650	2,438,080
19,621	Appointment of New Staff	23,930	23,220	22,190
25,079	Agency Staff	47,610	51,360	4,720
9,188	Training	8,920	6,300	6,460
658	Other	1,010	300	500
	Premises			
456	Other	390	0	0
	Transport Related Expenses			
85,161	Car Allowances	109,880	97,490	103,420
	Supplies and Services			
7,881	Equipment, Furniture and Materials	10,460	9,220	9,600
106	Clothing and Laundry	150	50	50
	Printing, Stationery and General			
6,024	Office Expenses	4,010	5,380	5,680
1,109	Books and Manuals	900	940	1,150
	Services			
0	Professional and Consultancy	0	11,000	0
26,011	Microfilming	25,760	25,760	31,420
846	Other	0	0	0
	Communications and Computing			
22,101	Postage	24,590	21,690	21,550
1,180	Telephones	2,070	3,360	3,460
76	Purchase of Equipment and Software	1,050	100	110
0	Repair and Maintenance	0	0	0
0	Insurance	0	0	0
	Expenses			
1,489	Staff Subsistence	830	1,270	1,490
6,320	Seminars and Courses	10,060	10,390	10,600
	Grants and Subscriptions			
8,069	Subscription to Professional Bodies	8,020	8,020	8,230
	Miscellaneous			
2,451	Other	4,380	4,170	2,640
	Capital Financing Costs			
269	Capital Charges	270	270	0
	Income			
0	Government Grants	0	0	0
(10,092)	Other	(30)	(46,030)	(87,030)
<u>2,317,194</u>	DIRECT EXPENDITURE SUMMARY	<u>2,831,990</u>	<u>2,527,910</u>	<u>2,584,320</u>

Actual 2004/05 £		Estimate 2005/06 £	Revised 2005/06 £	Estimate 2006/07 £
PORTFOLIO STAFFING COSTS				
CONSERVATION, SUSTAINABILITY AND COMMUNITY PLANNING				
EXPENDITURE				
Employees				
336,888	Salaries	369,100	339,320	438,290
1,758	Appointment of New Staff	1,620	6,620	1,660
0	Agency Staff	0	0	0
516	Training	5,230	3,000	3,080
0	Other	50	0	0
Transport Related Expenses				
25,234	Car Allowances	29,900	26,420	31,290
Supplies and Services				
2,688	Equipment, Furniture and Materials	2,580	1,650	1,690
48	Clothing & Laundry	30	0	30
165	Printing, Stationery and Office Exps	640	640	650
766	Books and Manuals	960	1,060	990
Services				
0	Professional & Consultancy	0	20,000	0
0	Microfilming	3,240	3,240	3,320
637	Other	0	0	0
Communications and Computing				
4,980	Postage	5,580	4,540	4,650
141	Telephones	200	200	200
0	Purchase of Equipment & Software	0	0	0
0	Insurance	0	0	0
Expenses				
578	Staff Subsistence	1,000	540	620
3,590	Seminars & Courses	4,610	4,720	4,730
Grants and Subscriptions				
423	Subscription to Professional Bodies	730	730	750
Miscellaneous				
20	Other	0	610	500
Income				
(74)	Other	(10)	0	(47,000)
<u>378,358</u>	DIRECT EXPENDITURE SUMMARY	<u>425,460</u>	<u>413,290</u>	<u>445,450</u>

Actual 2004/05 £		Estimate 2005/06 £	Revised 2005/06 £	Estimate 2006/07 £
PORTFOLIO STAFFING COSTS				
COMMUNITY DEVELOPMENT				
EXPENDITURE				
	Employees			
638,067	Salaries	802,320	628,110	627,910
12,796	Appointment of New Staff	0	11,390	0
10,538	Agency Staff	2,000	0	2,000
1,951	Training	3,100	2,870	2,100
1,387	Other	1,330	1,750	1,750
	Transport Related Expenses			
27,029	Car Allowances	33,170	30,110	29,760
	Supplies and Services			
1,115	Equipment, Furniture and Materials	2,350	1,600	1,900
209	Clothing and Laundry	1,800	1,720	1,320
	Printing, Stationery and General			
356	Office Expenses	1,200	980	1,100
48	Books and Manuals	450	380	400
10,732	Professional and Consultancy	150	150	150
	Communications and Computing			
5,245	Postage	5,350	4,030	5,050
4,851	Telephones	5,100	4,350	4,650
0	Purchase of Equipment	0	0	0
92	Repair and Maintenance	100	100	100
	Expenses			
231	Staff Subsistence	400	430	430
6,326	Seminars and Courses	11,800	7,600	8,300
	Grants and Subscriptions			
1,964	Subscription to Professional Bodies	1,350	1,100	1,100
	Miscellaneous			
62	Other	820	600	600
	Income			
0	Other	0	(8,540)	(27,920)
<u>722,999</u>	DIRECT EXPENDITURE SUMMARY	<u>872,790</u>	<u>688,730</u>	<u>660,700</u>

Actual 2004/05 £		Estimate 2005/06 £	Revised 2005/06 £	Estimate 2006/07 £
WATERBEACH DEPOT				
EXPENDITURE				
	Premises Related Expenses			
6,564	Repair and Maintenance	3,020	500	3,020
7,760	Removals	0	0	0
(6,500)	Energy Costs	6,830	0	0
12,312	Rates	14,080	13,190	13,590
4,135	Water and Sewerage Services	210	6,540	6,700
35,001	Rent	35,000	35,000	35,000
1,892	Fire protection/security	3,480	2,370	3,480
7,687	Cleaning and Domestic Supplies	8,760	9,000	9,230
5,863	Catering Provisions	3,750	7,740	7,930
739	Premises Insurance	780	720	740
	Supplies and Services			
2,794	Equipment	3,000	2,400	2,460
19,134	Communications and IT	14,990	14,990	15,360
0	Legal and Surveyors Fees	0	8,000	0
377	Miscellaneous	390	390	400
	Central, Departmental and Support Services			
1,161	Finance and Resources Department	0	630	640
6,466	Housing and Environmental Services Department	6,340	6,940	6,960
21,068	Capital Charges	20,400	21,840	21,120
<u>126,453</u>	NET EXPENDITURE to be recharged to Commercial Services/Department	<u>121,030</u>	<u>130,250</u>	<u>126,630</u>
Actual 2004/05 £		Estimate 2005/06 £	Revised 2005/06 £	Estimate 2006/07 £
CAMBOURNE OFFICE				
EXPENDITURE				
	Employees			
3,932	Salaries	0	0	0
	Transport Related Expenses			
83,850	Contract Hire	94,620	90,870	79,620
63,569	Travel	84,170	64,540	66,160
	Premises Related Expenses			
21,887	Repair and Maintenance	45,190	45,190	46,320
72,062	Removals	0	0	0
19,194	Grounds Maintenance	21,440	17,280	17,710
66,838	Energy Costs	148,280	74,200	89,000
335,966	Rent & Rates	376,000	337,770	347,910
1,775	Water Services	6,090	3,000	3,080
567	Fixtures and Fittings	1,730	1,730	2,770
9,548	Printing, Stationery and Office expenses	0	0	0
75,472	Purchase of Security Systems	8,770	8,050	8,250
57,341	Cleaning and Domestic Supplies	72,330	76,200	78,820
16,698	Premises Insurance	15,340	15,130	15,870
	Supplies and Services			
188	Equipment, Furniture & Fittings	2,900	22,070	6,970
9,800	IT Commissioning	0	(870)	0
	Communications and Computing			
49,256	Telephones	111,970	47,700	48,890
0	New Equipment	1,610	600	1,610
208	Maintenance	2,650	22,160	22,710
1,859	Miscellaneous Expenses	1,000	4,000	2,000
9,652	Miscellaneous Insurance	8,770	8,300	8,500
	Central, Departmental and Support Services			
3,458	Chief Executive's Department	3,250	1,880	640
5,837	Housing and Environmental Services Department	3,000	2,890	800
196,684	Finance and Resources Department	159,860	162,620	156,260
5,754	Development Services	1,920	560	0
	Capital Financing Costs			
814,306	Capital Charges	821,870	863,440	854,990
<u>1,925,701</u>	TOTAL EXPENDITURE	<u>1,992,760</u>	<u>1,869,310</u>	<u>1,858,880</u>
INCOME				
(56)	Other Recoverable Costs	0	0	0
<u>1,925,645</u>	NET EXPENDITURE to be recharged	<u>1,992,760</u>	<u>1,869,310</u>	<u>1,858,880</u>

Actual 2004/05 £		Estimate 2005/06 £	Revised 2005/06 £	Estimate 2006/07 £
CAMBRIDGE OFFICE				
EXPENDITURE				
	Premises Related Expenses			
34,136	Rent & Rates	33,800	8,670	0
230	Fixtures & Fittings	200	510	0
	Supplies and Services			
1,229	Equipment, Furniture & Fittings	420	120	0
0	Service Contract	0	21,120	30,000
	Communications & Computing			
12,340	Telephones	5,670	10,240	10,490
75	Maintenance	0	0	0
	Central, Departmental and Support Services			
3,032	Finance & Resources Department	2,760	4,970	2,720
51,042	TOTAL EXPENDITURE	42,850	45,630	43,210
INCOME				
0	Other Recoverable Costs	0	0	0
51,042	NET EXPENDITURE to be recharged	42,850	45,630	43,210
CENTRAL EXPENSES				
EXPENDITURE				
	Employees			
48,236	Personal Training Scheme/Investors in People	58,000	31,300	30,000
8,403	ICT Training	20,000	20,000	20,000
11,739	Employee Assistance Programme	14,100	14,100	14,100
100	Bright Ideas Scheme	500	500	500
490	Compensation for Loss of Office	500	510	520
	Unfunded Superannuation Payments			
10,500	East of England Regional Assembly	10,760	10,500	10,760
1,845	Employers Organisation/IDEA	1,900	1,800	1,850
142,028	Employee Related Insurance	163,560	147,480	152,770
	Supplies and Services			
4,588	Security Services	4,850	4,980	0
30,030	Health and Safety at Work Legislation	33,560	31,830	32,630
2,298	Other	4,600	4,600	4,600
	Central, Departmental and Support Services			
4,631	Development Services	4,610	550	260
48,482	Finance and Resources Department	42,010	37,200	36,080
59,569	Housing and Environmental Services Department	65,030	61,770	63,330
372,939	TOTAL EXPENDITURE	423,980	367,120	367,400
0	Other Recoverable Income	(850)	(500)	(850)
(2,684)	Interest - Car Loans	(3,000)	(2,750)	(3,000)
370,255	NET EXPENDITURE to be recharged to Departments	420,130	363,870	363,550

Actual 2004/05 £		Estimate 2005/06 £	Revised 2005/06 £	Estimate 2006/07 £
	CENTRAL SUPPORT SERVICES			
	EXPENDITURE			
	Employees			
23,625	Catering Staff	22,470	27,310	24,400
	Supplies and Services			
58,943	Equipment and Materials	66,010	56,080	38,090
2,451	Clothing, Uniforms and Laundry	3,470	2,780	2,850
79,694	Printing, Stationery & General Office Expenses	69,000	61,900	40,600
	Communications and Computing			
11,736	Postage	8,970	16,000	16,680
	Miscellaneous			
1,813	Insurance	1,910	2,090	2,140
	Central, Departmental and Support Services			
108,319	Chief Executive's Department	115,080	117,480	116,680
44,020	Housing and Environmental Services Department	44,740	42,410	47,780
298,214	Finance and Resources Department	257,550	179,010	127,490
13,417	Development Services	14,880	19,180	17,600
(131)	Income	(150)	(370)	(1,040)
<u>642,101</u>	NET EXPENDITURE to be recharged to Departments	<u>603,930</u>	<u>523,870</u>	<u>433,270</u>

Actual 2004/05 £	SUMMARY OF RECHARGES TO SERVICES	Estimate 2005/06 £	Revised 2005/06 £	Estimate 2006/07 £
	Portfolios - General Fund			
3,112,416	Resources and Staffing	3,413,050	3,236,030	3,288,510
1,268,505	Information and Customer Services	1,344,590	1,232,470	1,158,520
2,165,702	Environmental Health	2,592,970	2,489,990	2,556,260
734,797	Housing - General Fund	895,880	815,250	859,400
3,892,940	Planning and Economic Development	4,582,570	4,175,380	4,267,220
466,397	Conservation, Sustainability and Community Planning	677,450	577,040	641,390
975,060	Community Development	1,047,130	862,820	710,520
<u>12,615,817</u>	Total Recharges to Portfolios (General Fund)	<u>14,553,640</u>	<u>13,388,980</u>	<u>13,481,820</u>
2,943,071	Housing Revenue Account	3,112,470	2,956,010	2,666,080
0	Commercial Holding Accounts (to HRA/Env.Health)	0	0	0
757,093	Capital	907,100	763,040	674,320
<u>16,315,981</u>	Total Recharges to Services	<u>18,573,210</u>	<u>17,108,030</u>	<u>16,822,220</u>

COMPARISON OF GENERAL FUND RECHARGES FOR SAVINGS EXERCISE:

GF Recharges in Original estimates 2005-06, as above	14,553,640	14,553,640
Add		
Inflation on original estimates (4.6% salaries, 2.5% other)	0	670,840
Rebilling costs (current estimate out of £100,000)	45,000	0
Assumed proportion of shared savings going to HRA	90,000	150,000
Less		
Reduction in Capital Charges (added back in GF summary)	(103,080)	(83,770)
Capping reductions 2005-06	(1,078,410)	0
Capping reductions 2006-07 + inflation	0	(1,835,050)
Virement to services	(15,000)	0
Net reduction in staff funded from Planning Delivery Grant	(13,510)	(66,350)
Adjusted Original Estimate for comparison with current estimates	13,478,640	13,389,310
GF Recharges in Revised Est 2005-06, Est 2006-07	13,388,980	13,481,820
NET GAIN/(LOSS) COMPARED TO SAVINGS EXERCISE	89,660	(92,510)

Actual 2004/05 £		Estimate 2005/06 £	Revised 2005/06 £	Estimate 2006/07 £
DETAILED RECHARGES TO SERVICES				
Resources & Staffing Portfolio				
984,856	Council Tax and Housing Benefit	1,139,630	1,065,890	1,100,570
561,149	Corporate Management	669,690	603,620	611,890
137,060	Performance Plan/CPA	151,950	102,000	115,510
312,945	Land Charges	335,620	281,010	297,790
23,954	Treasury Management	24,560	24,640	25,330
256,202	Cost of NNDR Collection	268,830	279,450	271,650
836,250	Cost of Council Tax Collection	822,770	879,420	865,770
Information & Customer Services Portfolio				
66,788	Elections	74,120	67,170	53,010
82,681	Register of Electors	99,560	67,820	65,640
937,466	Democratic Representation (inc.Admin.Buildings)	987,970	934,320	883,000
181,570	Public Relations,Library and Information	182,940	163,160	156,870
Environmental Health Portfolio				
328,169	Direct Services Organisation	367,890	423,330	425,470
51,400	Awarded Water Courses	55,680	63,650	63,490
341,663	Environmental Health General	403,040	365,820	390,330
4,996	Footway Lighting	4,680	5,870	2,850
172,473	Food Safety	213,630	197,810	206,900
141,842	Waste Management & Street Cleansing	161,730	146,220	160,960
146,252	Pests Act (Client)	162,150	133,940	123,770
125,166	Waste Recycling	128,900	124,670	133,770
270,131	Environmental Protection	326,430	272,640	318,500
26,423	Emergency Planning	29,520	36,040	29,140
57,619	Action on Dogs	63,900	54,590	62,470
137,805	Licences	235,440	214,540	194,290
96,402	Miscellaneous Services	117,960	131,970	136,910
43,764	Improvement Grants	42,600	46,120	48,090
221,597	Home Improvement Agency	279,420	272,780	259,320
Housing Portfolio - Housing General Fund				
92,427	Floating Support	101,080	96,970	98,640
5,465	Housing Act Advances	5,870	6,610	6,820
143,454	Housing Associations	224,550	162,210	224,070
135,066	Housing Advisory Service	156,240	148,950	145,510
126,100	Homelessness	137,150	124,080	121,400
232,285	Other General Fund Housing	270,990	276,430	262,960
Housing Portfolio - Housing Revenue Account				
822,834	Repairs and Maintenance	889,750	743,770	622,400
1,158,625	Administrative Expenses	1,244,940	1,150,400	1,104,190
634,630	Specialised Support Services	650,760	654,880	610,530
326,982	Direct Labour Organisation	327,020	406,960	328,960
Planning & Economic Development Portfolio				
3,201,289	Planning Services (including travellersand PDG)	3,808,890	3,543,460	3,708,710
610,816	Building Control Services	684,440	544,390	509,570
48,414	Street Naming and Numbering	54,230	62,130	31,150
8,766	Transport Initiatives	9,390	5,610	4,620
6,698	Concessionary Fares	5,280	7,160	5,970
1,697	Footpath Diversions	1,820	2,170	2,190
15,260	Economic Development Grants	18,520	10,460	5,010
Conservation, Sustainability and Community				
Planning Portfolio				
197,295	Conservation	235,120	236,030	222,760
54,025	Sustainability	60,580	47,890	64,800
37,349	Partnership Working	48,560	64,990	71,070
4,032	Tourism Initiatives	4,400	3,020	2,390
578	Awarded Land	620	0	0
114,967	Community Strategy	131,260	108,530	107,850
58,151	New Communities	196,910	114,630	170,580
0	Mobile Warden Schemes	0	1,950	1,940
Community Development Portfolio				
139,676	Sports Development	134,100	93,100	66,370
132,123	Arts & Museums	129,780	122,510	66,730
149,802	Milton Country Park	170,350	172,530	173,700
191,648	Community Development	255,280	215,080	161,460
193,702	Community Safety (inc. Crime and Disorder P'ship)	184,190	100,900	94,960
70,553	Illegal Encampments	69,720	63,160	62,320
97,556	Travellers Caravan Sites	103,710	95,540	84,980
0	Commercial Holding Accounts (to HRA/Env.H)	0	0	0
757,093	Capital	907,100	763,040	674,320
16,315,981	TOTAL RECHARGES TO SERVICES	18,573,210	17,108,030	16,822,220

Cost Centre Managers for Portfolio Staffing Costs and Central Accounts

		<u>Chief Officer</u>	<u>Cost Centre Manager</u>
<u>Resources and Staffing Portfolio Staffing Costs</u>			
	Chief Executives Department	J S Ballantyne	
T01	Chief Executive		J S Ballantyne
T96	Policy and Performance		T Wetherfield
T98	Corporate Projects		K Simmons
T07	Secretarial/Cambourne Reception		R Leyshon
	Finance and Resources Department	G J Harlock	
T10	Finance and Resources Director and Secretary		G J Harlock
T11	Accountancy		R A Burns
T12	Human Resources and Payroll		HR Manager
T13	Cashiers and Debtors		L Phanco
T14	Internal Audit		G J Harlock
T15	Council Tax and Non Domestic Rates		L Phanco
T16	Rent Collecting and Accounting		L Phanco
T17	Benefits		L Phanco
T19	Office Services		J Garnham
T20	Printing		S Rayment
T21	Cambridge City Office		J Garnham
T91	Legal		C Tucker
T92	Land Charges		D Ramlall
<u>Information and Customer Services Portfolio Staffing Costs</u>			
	Chief Executives Department	J S Ballantyne	
T93	Electoral Registration		L Lock
T94	Communications		S Carroll
	Finance and Resources Department	G J Harlock	
T04	Democratic Services		S May
T22	Library		S Rayment
T25	Information and Communications Technology		S Rayment
<u>Environmental Health Portfolio Staffing Costs</u>			
	Housing and Environmental Services Department	S Hampson	
T03	Environmental Health		D Robinson
T49	Home Improvement Agency		D Robinson
<u>Housing Portfolio Staffing Costs</u>			
	Housing and Environmental Services Department	S Hampson	
T30	Housing and Environmental Services Director and Secretary		S Hampson
T42	Sheltered Housing		P Gardner
T47	Housing Aid/Homelessness		S Carter
T52/T48	Housing Management Services		P Gardner
T53	Housing ICT and Administration		K Belcher
T54	Housing Property Services		S Annetts
	Development Services Department	D Hussell	
T34	Partnership Projects		D Lewis
T43	Housing Strategic Services		D Lewis

		<u>Chief Officer</u>	<u>Cost Centre Manager</u>
<u>Planning and Economic Development Costs</u>			
	Development Services Department	D Hussell	
T70	Planning Director and Deputy		D Hussell
T72	Development Control		G Jones
T73	Planning Policy		K Miles
T77	Administration		R Fox
T78	Land Charges		R Fox
T79	Building Control		A Beyer
	Finance and Resources Department		
T75	Street Naming and Numbering		S Rayment
<u>Conservation, Sustainability and Community Planning Portfolio Staffing Costs</u>			
	Chief Executives Department	J S Ballantyne	
T97	Sustainability		C Adams
	Development Services Department		
T76	Conservation	D Hussell	N Grimshaw
<u>Community Development Portfolio Staffing Costs</u>			
	Chief Executives Department	J S Ballantyne	
T36	Management of Travellers Sites		P Pope
T39	Community Development		P Pope
T44	Milton Country Park		J Thompson
T57	Cultural Services		J Thompson
T55	Partnership Officers		P Pope
T58	Other Community Services (inc Assistant Director)		S McIntosh
<u>Central Accounts (Resources and Staffing Portfolio)</u>			
	Cambourne Offices	G J Harlock	J Garnham
	Cambridge City Office	G J Harlock	J Garnham
	Waterbeach Offices	G J Harlock	J Garnham
	Central Expenses		
	Health and Safety	S Hampson	D Robinson
	Training, Employee Assistance and Bright Ideas	G J Harlock	HR Manager
	Security Services	G J Harlock	L Phanco
	Remainder	G J Harlock	R A Burns
	Central Support Services		
	Printing, Stationery, etc	G J Harlock	S Rayment
	Photocopiers	G J Harlock	J Garnham
	Catering	G J Harlock	J Garnham
	Insurance	G J Harlock	R A Burns
	Postages	G J Harlock	L Phanco

REVISED ESTIMATES 2005/2006 - COST CENTRE SUMMARY

EXPENDITURE

	Chief Exec. Department £	Finance & Resources £	Housing & Env Services £	Development Services £	SUB TOTAL £	S.Cambs Hall to Dem Rep £	Other Unallocated Costs £	TOTAL £
Directly incurred by Departments	1,314,080	6,377,870	4,047,960	3,073,280	14,813,190	0	0	14,813,190
Overheads as set out on pages 10 to 12								
Waterbeach Depot	0	0	130,250	0	130,250	0	0	130,250
Cambourne Offices	160,580	578,120	466,450	422,750	1,627,900	241,410	0	1,869,310
Cambridge City Office	0	45,630	0	0	45,630	0	0	45,630
Central Expenses	38,860	116,880	116,300	91,830	363,870	0	0	363,870
Central Support	52,210	175,940	155,760	139,960	523,870	0	0	523,870
Intercharging between Departments for the activities specified below	289,190	(1,969,020)	996,490	683,340	0	0	0	0
TOTAL EXPENDITURE	1,854,920	5,325,420	5,913,210	4,411,160	17,504,710	241,410	0	17,746,120

INCOME

Recharges to:								
Waterbeach Depot	0	(630)	(6,940)	0	(7,570)	0	0	(7,570)
Cambourne Offices	(1,880)	(162,620)	(2,890)	(560)	(167,950)	0	0	(167,950)
Cambridge City Office	0	(4,970)	0	0	(4,970)	0	0	(4,970)
Central Expenses	0	(37,200)	(61,770)	(550)	(99,520)	0	0	(99,520)
Central Support	(117,480)	(179,010)	(42,410)	(19,180)	(358,080)	0	0	(358,080)
TOTAL INCOME	(119,360)	(384,430)	(114,010)	(20,290)	(638,090)	0	0	(638,090)
UNALLOCATED COSTS: General Fund	0	0	0	0	0	0	0	0
HRA	0	0	0	0	0	0	0	0
NET RECHARGES TO SERVICES	1,735,560	4,940,990	5,799,200	4,390,870	16,866,620	241,410	0	17,108,030

*Central services intercharged between Departments are salaries and travelling administration, cash receiving, debtors, creditors, insurance, human resources, information and communication technology and general accounting services.

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ORIGINAL ESTIMATES 2006/2007 - COST CENTRE SUMMARY

EXPENDITURE

	Chief Exec. Department £	Finance & Resources £	Housing & Env Services £	Development Services £	SUB TOTAL £	S.Cambs Hall & Cambourne to Dem Rep £	Other Unallocated Costs £	TOTAL £
Directly incurred by Departments	1,322,580	6,016,240	4,044,510	3,190,590	14,573,920	0	0	14,573,920
Overheads as set out on pages B11 to B14								
Waterbeach Depot	0	0	126,630	0	126,630	0	0	126,630
Cambourne Offices	136,940	584,840	458,250	438,780	1,618,810	240,070	0	1,858,880
Cambridge City Office	0	43,210	0	0	43,210	0	0	43,210
Central Expenses	35,060	121,750	113,330	93,410	363,550	0	0	363,550
Central Support	38,330	152,630	125,200	117,110	433,270	0	0	433,270
Intercharging between Departments for the activities specified below*	220,350	(1,646,460)	843,530	582,580	0	0	0	0
TOTAL EXPENDITURE	1,753,260	5,272,210	5,711,450	4,422,470	17,159,390	240,070	0	17,399,460

INCOME

Recharges to:								
Waterbeach Depot	0	(640)	(6,960)	0	(7,600)	0	0	(7,600)
Cambourne Offices	(640)	(156,260)	(800)	0	(157,700)	0	0	(157,700)
Cambridge City Office	0	(2,720)	0	0	(2,720)	0	0	(2,720)
Central Expenses	0	(36,080)	(63,330)	(260)	(99,670)	0	0	(99,670)
Central Support	(116,680)	(127,490)	(47,780)	(17,600)	(309,550)	0	0	(309,550)
TOTAL INCOME	(117,320)	(323,190)	(118,870)	(17,860)	(577,240)	0	0	(577,240)
UNALLOCATED: General Fund	0	0	0	0	0	0	0	0
HRA	0	0	0	0	0	0	0	0
NET RECHARGES TO SERVICES	1,635,940	4,949,020	5,592,580	4,404,610	16,582,150	240,070	0	16,822,220

*Central services intercharged between Departments are salaries and travelling administration, cash receipting, debtors, creditors, insurance, human resources, information and communication technology and general accounting services.

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MEMORANDUM DEPARTMENTAL EXPENDITURE				
Actual 2004/05 £	SUMMARY OF ALL DEPARTMENTS EXPENDITURE	Estimate 2005/06 £	Revised 2005/06 £	Estimate 2006/07 £
	Employees			
10,128,882	Salaries	11,842,880	10,718,340	11,597,960
116,405	Appointment of New Staff	85,370	127,900	65,010
304,697	Agency Staff	110,170	258,530	73,170
38,262	Training	39,750	25,700	61,370
6,694	Other	3,580	19,500	2,510
	Premises Related Expenses			
3,262	Garage Rents	1,200	1,200	1,250
0	Repairs and Maintenance	0	0	10,000
477	Other	740	0	0
	Transport Related Expenses			
396,008	Car Allowances	469,530	416,060	435,310
	Supplies and Services			
116,566	Equipment ,Furniture and Materials	125,350	111,320	108,690
3,719	Clothing and Laundry	5,690	4,100	4,490
63,959	Printing, Stationery and Office Exps	73,270	78,140	70,100
58,133	Books and Manuals	49,430	48,520	43,020
82,608	Internal Audit Fees	86,090	86,090	88,200
8,355	Legal	10,810	8,200	9,400
2,881	Bank Charges	1,100	3,340	3,350
	Services			
270,531	Professional and Consultancy	361,620	429,610	132,880
26,011	Microfilming	29,000	29,000	34,740
22,701	Other	24,100	31,430	22,280
	Communications and Computing			
133,899	Postage	150,000	144,170	131,960
38,232	Telephones	68,370	69,150	68,980
15,681	Purchase of Equipment	10,440	11,660	17,590
51,716	Software	39,370	58,950	54,030
21,480	Development of Orchard	26,890	29,890	27,560
171,374	Repairs and Maintenance	207,180	203,830	175,090
13,971	Rental and Operational Leases	9,420	11,920	12,150
24,283	Debit Cards	14,320	14,000	14,000
0	Materials	820	0	0
241	Stationery	200	500	510
8,737	Insurance	8,830	9,350	9,520
	Expenses			
12,865	Staff Subsistence	12,520	10,250	12,860
69,150	Seminars and Courses	116,590	89,570	99,050
	Grants and Subscriptions			
35,856	Subscriptions to Professional Bodies	36,520	36,490	38,650
	Miscellaneous			
4,027	Other	15,720	9,680	16,570
	Agency and Contracted Services			
1,069,328	External Contractors	1,367,030	1,171,030	698,080
	Capital Financing Costs			
0	Direct Revenue Financing	0	0	0
635,322	Capital Charges	838,160	692,070	720,550
	Income			
(99,059)	Government Grants	(72,200)	(72,200)	(72,200)
(73,838)	Other	(63,320)	(74,100)	(214,760)
13,783,416	TOTAL NET EXPENDITURE	16,106,540	14,813,190	14,573,920

Actual 2004/05 £		Estimate 2005/06 £	Revised 2005/06 £	Estimate 2006/07 £
CHIEF EXECUTIVE'S DEPARTMENT				
EXPENDITURE				
Employees				
1,171,422	Salaries	1,391,860	1,215,980	1,245,820
25,105	Appointment of New Staff	3,790	12,390	1,320
33,493	Agency Staff	4,100	7,000	8,250
3,313	Training	3,910	3,690	2,620
2,201	Other	1,330	1,750	1,750
Premises Related Expenses				
	Other	100	0	0
Transport Related Expenses				
39,361	Car Allowances	47,990	41,220	41,710
Supplies and Services				
4,282	Equipment ,Furniture and Materials	4,360	2,300	3,880
1,286	Clothing and Laundry	2,150	2,070	2,120
1,563	Printing, Stationery and Office Exps	2,860	1,880	2,670
2,316	Books and Manuals	2,930	2,530	2,850
0	Legal	0	0	0
Services				
10,732	Professional and Consultancy	150	150	150
3,357	Other	1,360	750	1,390
Communications and Computing				
5,304	Postage	5,390	4,120	5,140
5,739	Telephones	6,210	5,250	5,570
1,514	Purchase of Equipment	0	0	0
0	Software	0	0	0
92	Repairs and Maintenance	100	100	100
0	Insurance	0	0	0
Expenses				
2,411	Staff Subsistence	2,530	1,890	2,380
13,785	Seminars and Courses	24,850	16,940	20,140
Grants and Subscriptions				
2,589	Subscriptions to Professional Bodies	2,010	1,760	1,780
Miscellaneous				
220	Other	1,140	850	860
Income				
0	Other	0	(8,540)	(27,920)
1,330,085	TOTAL NET EXPENDITURE	1,509,120	1,314,080	1,322,580

Actual 2004/05 £		Estimate 2005/06 £	Revised 2005/06 £	Estimate 2006/07 £
FINANCE AND RESOURCES DEPARTMENT (Excluding ICT)				
EXPENDITURE				
Employees				
2,738,996	Salaries	3,009,010	2,848,380	3,056,310
33,777	Appointment of New Staff	20,280	38,070	17,540
94,039	Agency Staff	13,000	90,920	4,880
4,674	Training	10,380	3,300	8,710
1,259	Other	200	6,600	0
Premises Related Expenses				
1,187	Garage Rents	1,200	1,200	1,250
0	Repairs and Maintenance	0	0	0
0	Other	230	0	0
Transport Related Expenses				
48,789	Car Allowances	46,320	47,060	47,050
Supplies and Services				
87,064	Equipment ,Furniture and Materials	85,830	86,950	81,980
1,428	Clothing and Laundry	1,370	260	170
48,959	Printing, Stationery and Office Exps	51,590	63,840	53,800
51,775	Books and Manuals	40,130	39,730	33,850
82,608	Internal Audit Fees	86,090	86,090	88,200
8,355	Legal	10,810	8,200	9,400
2,881	Bank Charges	1,100	3,340	3,350
Services				
(1,703)	Professional and Consultancy	40,590	10,940	10,860
0	Microfilming	2,150	2,150	2,200
647	Other	1,740	10,000	6,030
Communications and Computing				
78,173	Postage	82,380	86,300	75,770
1,650	Telephones	2,460	2,030	2,050
103	Purchase of Equipment	410	0	0
8,553	Software	11,560	9,680	5,070
105	Repairs and Maintenance	2,160	1,350	3,170
3,236	Rental and Operational Leases	8,220	6,460	6,550
24,283	Debit Cards	14,320	14,000	14,000
0	Materials	0	0	0
0	Stationery	0	0	0
187	Insurance	200	220	230
Expenses				
3,893	Staff Subsistence	3,650	3,270	3,530
15,620	Seminars and Courses	32,870	26,030	29,240
Grants and Subscriptions				
8,377	Subscriptions to Professional Bodies	10,590	12,860	13,160
Miscellaneous				
832	Other	9,080	1,030	1,100
Capital Financing Costs				
11,998	Capital Charges	0	0	0
Income				
(72,200)	Government Grants	(72,200)	(72,200)	(72,200)
(6,280)	Other	(4,060)	(4,060)	(14,080)
<u>3,283,265</u>	TOTAL NET EXPENDITURE	<u>3,523,660</u>	<u>3,434,000</u>	<u>3,493,170</u>

Actual 2004/05 £		Estimate 2005/06 £	Revised 2005/06 £	Estimate 2006/07 £
FINANCE AND RESOURCES DEPARTMENT				
INFORMATION AND COMMUNICATIONS TECHNOLOGY				
EXPENDITURE				
Employees				
400,662	Salaries	499,050	429,310	687,230
14,421	Appointment of New Staff	4,100	14,300	4,200
435	Agency Staff	0	0	0
0	Training	0	0	30,000
0	Other	0	0	0
Premises Related Expenses				
0	Repairs and Maintenance	0	0	10,000
21	Other	20	0	0
Transport Related Expenses				
3,045	Car Allowances	2,680	2,380	2,900
Supplies and Services				
169	Equipment ,Furniture and Materials	520	50	100
141	Printing, Stationery and Office Exps	60	0	0
185	Books and Manuals	50	50	50
0	Legal	0	0	0
Services				
218,911	Professional and Consultancy	286,850	302,690	77,730
	Other	0	0	0
Communications and Computing				
39	Postage	0	300	310
12,339	Telephones	36,340	41,130	39,590
8,349	Purchase of Equipment	6,250	7,600	11,410
37,641	Software	21,330	45,660	35,860
21,480	Development of Orchard	26,890	29,890	27,560
159,463	Repairs and Maintenance	192,890	190,180	159,280
10,735	Rental and Operational Leases	1,200	5,460	5,600
0	Materials	820	0	0
0	Stationery	0	0	0
5,760	Insurance	6,000	5,830	5,980
Expenses				
1,463	Staff Subsistence	880	600	790
3,981	Seminars and Courses	4,440	4,440	4,550
Grants and Subscriptions				
2,642	Subscriptions to Professional Bodies	1,270	1,270	1,300
Agency and Contracted Services				
1,069,328	External Contractors	1,367,030	1,171,030	698,080
Capital Financing Costs				
0	Direct Revenue Financing	0	0	0
623,055	Capital Charges	837,890	691,800	720,550
Income				
(26,859)	Government Grants	0	0	0
0	Other	0	(100)	0
2,567,406	TOTAL NET EXPENDITURE	3,296,560	2,943,870	2,523,070

Actual 2004/05 £		Estimate 2005/06 £	Revised 2005/06 £	Estimate 2006/07 £
HOUSING & ENVIRONMENTAL SERVICES DEPARTMENT				
EXPENDITURE				
Employees				
3,206,296	Salaries	3,756,470	3,451,760	3,548,380
18,706	Appointment of New Staff	29,650	30,300	16,900
138,086	Agency Staff	37,460	109,250	55,320
19,493	Training	10,560	9,160	9,750
1,784	Other	990	10,850	260
Premises				
2,075	Garage Rents	0	0	0
Transport Related Expenses				
193,003	Car Allowances	228,610	199,690	204,090
Supplies and Services				
14,016	Equipment ,Furniture and Materials	21,500	11,070	11,490
670	Clothing and Laundry	1,940	1,700	1,970
6,726	Printing, Stationery and Office Exps	13,970	6,260	7,320
2,657	Books and Manuals	5,100	5,030	5,200
Services				
41,816	Professional and Consultancy	34,030	84,830	44,140
17,214	Other	21,000	20,680	14,860
Communications and Computing				
19,584	Postage	27,100	23,260	24,080
16,664	Telephones	20,490	16,830	17,750
5,639	Purchase of Equipment	2,730	3,960	6,070
5,522	Software	6,480	3,610	13,100
11,714	Repairs and Maintenance	12,030	12,200	12,540
0	Materials	0	0	0
241	Stationery	200	500	510
2,790	Insurance	2,630	3,300	3,310
Expenses				
3,493	Staff Subsistence	4,330	3,200	4,630
24,970	Seminars and Courses	36,900	28,400	29,320
Grants and Subscriptions				
12,912	Subscriptions to Professional Bodies	13,290	11,200	12,780
Miscellaneous				
504	Other	1,120	1,020	970
Income				
(40,000)	Other	(40,220)	(100)	(230)
3,726,575	TOTAL NET EXPENDITURE	4,248,360	4,047,960	4,044,510

Actual 2004/05 £		Estimate 2005/06 £	Revised 2005/06 £	Estimate 2006/07 £
DEVELOPMENT SERVICES DEPARTMENT				
EXPENDITURE				
Employees				
2,611,506	Salaries	3,186,490	2,772,910	3,060,220
24,396	Appointment of New Staff	27,550	32,840	25,050
38,644	Agency Staff	55,610	51,360	4,720
10,782	Training	14,900	9,550	10,290
1,450	Other	1,060	300	500
Premises Related Expenses				
456	Other	390	0	0
Transport Related Expenses				
111,810	Car Allowances	143,930	125,710	139,560
Supplies and Services				
11,035	Equipment ,Furniture and Materials	13,140	10,950	11,240
335	Clothing and Laundry	230	70	230
6,570	Printing, Stationery and Office Exps	4,790	6,160	6,310
1,200	Books and Manuals	1,220	1,180	1,070
Services				
775	Professional & Consultancy	0	31,000	0
26,011	Microfilming	26,850	26,850	32,540
1,483	Other	0	0	0
Communications and Computing				
30,799	Postage	35,130	30,190	26,660
1,840	Telephones	2,870	3,910	4,020
76	Purchase of Equipment	1,050	100	110
	Software	0	0	0
	Repairs and Maintenance	0	0	0
	Materials	0	0	0
	Stationery	0	0	0
	Insurance	0	0	0
Expenses				
1,605	Staff Subsistence	1,130	1,290	1,530
10,794	Seminars and Courses	17,530	13,760	15,800
Grants and Subscriptions				
9,336	Subscriptions to Professional Bodies	9,360	9,400	9,630
Miscellaneous				
2,471	Other	4,380	6,780	13,640
Capital Financing Costs				
269	Capital Charges	270	270	0
Income				
0	Government Grants	0	0	0
(27,558)	Other	(19,040)	(61,300)	(172,530)
<u>2,876,085</u>	TOTAL NET EXPENDITURE	<u>3,528,840</u>	<u>3,073,280</u>	<u>3,190,590</u>

CAPITAL PROGRAMME**Staffing and Central Overhead Accounts**

	Notes	Actual 2004/05 £	Estimate 2005/06 £	Revised 2005/06 £	Estimate 2006/07 £	Estimate 2007/08 £	Estimate 2008/09 £
CAPITAL EXPENDITURE							
Resources and Staffing Portfolio							
Administrative Buildings							
New Cambourne Offices	1	998,820	0	330,000	0	0	0
Information and Customer Services Portfolio							
Finance and Resources Department							
ICT Development (inc. CASCADE)	2	516,539	515,000	720,300	603,750	107,000	147,000
TOTAL CAPITAL EXPENDITURE		<u>1,515,359</u>	<u>515,000</u>	<u>1,050,300</u>	<u>603,750</u>	<u>107,000</u>	<u>147,000</u>
FINANCED BY:							
Capital Receipts		1,140,219	365,000	867,300	511,500	107,000	147,000
Grants		375,140	150,000	183,000	92,250	0	0
General Fund		0	0	0	0	0	0
TOTAL FINANCING		<u>1,515,359</u>	<u>515,000</u>	<u>1,050,300</u>	<u>603,750</u>	<u>107,000</u>	<u>147,000</u>

Memorandum Note :**REVISED ESTIMATE COMPARISON WITH ORIGINAL ESTIMATE:**

by adjusting for funding and other factors

Figures as above	515,000	1,050,300
Less ICT expenditure funded from grant	(150,000)	(183,000)

Authorisation to exceed Original Estimates in 2005/06:

Rollovers from 2004/05 -

ICT Development (inc. CASCADE)	583,500
New Cambourne Offices	330,000

COMPARISON OF ORIGINAL AND REVISED ESTIMATE

after adjustment for funding and other factors	3	<u>1,278,500</u>	<u>867,300</u>
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reduction of : 411,200

Notes:

- 1 The 2005/06 revised estimate in respect of the new Cambourne offices is the authorised rollover from 2004/05.
- 2 There is an increase in the revised estimate for ICT Development (inc.CASCADE), due to the approved rollovers. However, the effect additional expenditure is offset by the rephasing of current capital expenditure into future years.
- 3 The memorandum note shows the effect of the rollovers on the original estimate and shows that the revised is well within the adjusted estimate.

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SOUTH CAMBRIDGESHIRE DISTRICT COUNCIL

REPORT TO: Leader and Cabinet

8 December 2005

AUTHOR: Housing and Environmental Services Director

REVIEW OF HOUSING RESPONSIVE REPAIRS PROCUREMENT**Purpose**

1. To report to Cabinet the conclusions of a review of the procurement of housing responsive repairs.

Effect on Corporate Objectives

2.	Quality, Accessible Services	The responsive repairs service delivers 14,000 repairs annually to the Council's 6,000 tenants and in volume and value terms is one of the Council's most significant customer service operations.
	Village Life	
	Sustainability	
	Partnership	

Background

3. Cabinet agreed on 14 April 2005 to commission a full assessment of the operational, legal and financial impacts of future procurement options for the housing responsive repairs service. These options included maintaining an in house Direct Labour Organisation (DLO) and building its business base; establishing a long term public private partnership; transfer of DLO operations to City Services; and re-tendering the responsive repairs contract.
4. In July 2005 echelon consultancy ltd were commissioned to undertake the procurement review and an executive summary of their report is attached as **Appendix A**.
5. Since the review was commissioned, the Council has concluded its housing options appraisal and decided to retain its housing landlord function. The appraisal was signed off by the Government Office in November 2005. The Council's decision to retain its housing landlord function requires a significant reduction in expenditure in its Housing Revenue Account (HRA) in 2005/06 and 2006/07 in order that the HRA balances into the medium term.
6. There have also been significant managerial changes since the review was commissioned with three key managers leaving the Council. The recruitment of new managers is in progress and interim arrangements are in place.

Service review and improvement

7. While the procurement review has been carried out, a number of significant actions have been taken by the DLO recovery team which build on the progress reported to Members in April 2005.

Sickness absence

8. The Council's sickness absence policy has been robustly applied and all long term sickness absence cases have been resolved by return to work or dismissal.

Invoicing systems

9. Enhanced administrative support has enabled the DLO to ensure it is charging the Council properly for all work carried out.

Vehicle tracking and ICT systems

10. Assessment of vehicle tracking and hand held ICT solutions has been carried out

Stores and supplies

11. The in house stores arrangements have been reviewed and are working more efficiently. A pilot arrangement with City Services is being tested, and further changes are planned in the short term.

Accuracy of initial repair orders

12. Further briefing and training has been provided to Contact Centre staff

Staff establishment

13. The number of operatives has been reduced from 35 to 26.

Staff management

14. Individual supervision and training plans have been introduced. Individual pay and grading anomalies have been rectified. Regular team briefings and training sessions have been organized. Health and safety arrangements have been reviewed.

Current DLO performance

15. Measures of the DLO's current performance suggest high levels of customer satisfaction – 96% of customers satisfied/very satisfied with the repairs service from April to October 2005 (compared to 93% in 2004/05).
16. Financial performance is in accordance with planned budgets, with reports to the end of October 2005 projecting an annual operating deficit of £175,000 compared to a 2005/06 original budget of £185,000.

Future considerations

17. The current responsive repairs contract expires in October 2008 with a possible one year extension. Prior to that date the Council will need to consider the future procurement of responsive repairs, including the potential to join a procurement club, a number of which are developing in response to the requirements for Gershon efficiency savings.
18. There are likely to be significant future external pressures as a consequence of house building growth in the sub region and preparations for the Olympics in 2012, which in

view of potential regional skills shortages, are likely to increase building maintenance costs.

19. In addition to these significant external pressures which will affect the Council's ability to procure building maintenance services in the future, the most significant internal pressure is the projected reduction in responsive repairs budgets. If the Council is to retain its in-house building maintenance team then consideration must be given to broadening its planned maintenance and improvement works activity.
20. It is proposed that the Council develops a 3 to 5 year business plan for the DLO that takes a longer term view of the building maintenance operation.

Financial considerations

21. The DLO's trading activities are monitored monthly, alongside review of the HRA. If the DLO fails to recover its operating costs then its operating deficit is charged to the HRA.

Legal considerations

22. Section 111 of the Local Government Act 1972, provides the District Council with the necessary statutory power to maintain a workforce to perform the housing responsive repairs service.
23. The requirements for the compulsory tendering [CCT] of this service is repealed by the Local Government Act 1999. However, whilst CCT was swept away by that Act, it was replaced by the new duty of Best Value. Accordingly, the District Council is now required to make arrangements to secure continuous improvement in relation to its functions and this includes the housing response repairs service. In particular, the Council has a duty to consult with representative groups of people falling within those who use the service.
24. As in the current proposals, the District Council is not intending to contract with a third party, the strict UK and EU Rules on Public Procurement do not apply.
25. There are no further legal or proprietary issues, which require comment.

Recommendations

26. Cabinet is recommended to:
 - (a) Note the content of the echelon consultancy report attached at Appendix A, its appraisal of the procurement options and its recommendations.
 - (b) Retain its in house direct labour organisation and implement the 22 point action plan, as recommended in the report at Appendix A.
 - (c) Request that the Housing and Environmental Services Director establishes an implementation group, based upon the membership of the Responsive Repairs Core Group, to oversee delivery of the action plan.

Background Papers: Previous reports to Cabinet January, April 2005

Contact Officer: Steve Hampson, Director of Housing and Environmental Services. Tel: 01954 713021

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South Cambridgeshire District Council

Responsive Repair Service Procurement & Delivery Review

EXECUTIVE SUMMARY

November 2005

SCDC Responsive Repairs Service Review – Executive Summary

1.0 Executive Summary

1.01 The Report provides a review of the four options highlighted in a previous document presented to the Council (January 2005) for the future delivery of Responsive Repairs by SCDC in light of the operating deficit of the DLO:

- Maintain an in house DLO and build its business base
- Establish a long term public private partnership
- Transfer DLO operations to City Services
- Undertake a new tendering exercise

1.02 Each option has been reviewed in detail against the criteria set by SCDC in the brief with a focus on affordability and effectiveness. The cost implications of each option have been reviewed in detail.

1.03 Responsive repairs are currently delivered through three area based contracts which were awarded in September 2004 to the Council's Direct Labour Organisation (DLO) (East and West areas) and City Services (South area) During 2004/05 14,130 responsive repairs were ordered at a total cost of £2,523,370.67, with the average cost of an order being £178.58.

1.04 The contents of the Report have been developed by a Core Group of key stakeholders that have worked with echelon consultancy to mutually develop the recommendations contained within this report.

The Core Group comprised the following members:

- Mathew Baxter – echelon consultancy
- Steve Hampson – Director SCDC
- Cllr Mrs. Liz Heazell - Councillor (portfolio holder) SCDC
- Cllr Mrs. Daphne Spink – Councillor SCDC
- Graham Smith – Management Accountant SCDC
- Clive Rumbelow – DLO Operative SCDC
- Gareth Minns – BGS Electrical
- Stuart Harwood-Clark – DSO Manager SCDC
- Martin Williams – Technician SCDC
- Mr. & Mrs. Buxton – Tenants
- Steve Annetts – Asset Manager SCDC

SCDC Responsive Repairs Service Review – Executive Summary

- 1.05 As part of the review the Report considers the internal and external drivers for the service with particular reference to the Audit Commissions Key Lines of Enquiry for Repairs (KLOE 3) and the recommendations within this report are provided to ensure that SCDC develops a service that achieves an '*excellent*' rating from the Audit Commission.
- 1.06 The Report recommends that SCDC retains its DLO with a focus on building the business base and also applying a series of recommendations that will make the organisation more cost effective whilst improving the level of service provided.

In summary, the rationale for this recommendation is as follows:

Option 1: Retain DLO and Build Business Base

- Cost of retaining the DLO is the most cost effective solution due to additional costs incurred with other options
- DLO capable of moving to positive trading position if recommendations are implemented
- Customer Satisfaction levels are currently high (94%)
- DLO uplift rates are highly competitive and as such tendering for work externally to generate additional income is viable
- Existing Recovery Plan is delivering its targets and DLO is improving its trading position

Option 2: Public Private Partnership.

- Not felt to be viable option to the low volume/value of work and substantial lead-in time

Option 3: Transfer DLO to City Services

- There will be a significant increase in costs on existing Schedule of Rates (SOR) estimated to be between £219k and £574k.

Option 4: Retender

- Market appraisal indicated substantially higher rates against SOR if re-tendered with additional cost to SCDC estimated at 40% higher than current rates

This recommendation is endorsed by the Core Group engaged during the review process.

SCDC Responsive Repairs Service Review – Executive Summary

1.07 In addition, during the course of the review it became clear that there are many issues that are adversely affecting the current delivery of the service and particularly affecting the DLOs capability to deliver an optimum service.

1.08 Consequently, this Report makes **22** key recommendations in how the service can be improved with an Action Plan provided for each:

1. Review Repairs Ordering Process
2. Externalise Stores
3. Develop Key Performance Indicators (KPIs)
4. Develop Multi-skilled workforce
5. Develop Partnering Culture
6. Develop Appointment System
7. Increase Resident Input
8. Develop Business Base
9. Review Schedule of Rates
10. Develop 'Right First Time' Approach
11. Develop use of 'Hand-held' computers
12. Review Payment Process
13. Integrated IT System
14. Incentivisation
15. Training
16. Improve morale
17. Inspection Process
18. Workflow
19. Review Support Costs
20. Empowerment/ 'Attend Defect'
21. City Services Average Order Values
22. Produce DLO Business Plan

1.09 It is recommended that the Core Group convened for the delivery of this review is tasked in the delivery of the Service Improvements. A detailed implementation plan for the delivery of the Service Improvement Plan will be developed with the Core Group.

SCDC Responsive Repairs Service Review



South Cambridgeshire District Council

**Responsive Repair Service
Procurement & Delivery Review**

November 2005

SCDC Responsive Repairs Service Review

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Appendices

Appendix 1: Hearts & Minds Workshop Report

Appendix 2: Output Summary Report From DLO Workshops

Appendix 3: KLOE 3: Stock Investment and Asset Management

SCDC Responsive Repairs Service Review

1.0 Executive Summary

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SCDC Responsive Repairs Service Review

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SCDC Responsive Repairs Service Review

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 21. City Services Average Order Values
 22. Produce DLO Business Plan
- 1.09 It is recommended that the Core Group convened for the delivery of this review is tasked in the delivery of the Service Improvements. A detailed implementation plan for the delivery of the Service Improvement Plan will be developed with the Core Group.

SCDC Responsive Repairs Service Review

2.0 Introduction

2.01 The brief provided by SCDC was to undertake an appraisal of the four options identified by the Council in a previous review undertaken of the service earlier this year to deliver a Responsive Service for the Council.

2.02 These four options were as follows:

- Maintain an in house DLO and build its business base
- Establish a long term public private partnership
- Transfer DLO operations to City Services
- Undertake a new tendering exercise

2.03 In November 2004 it became apparent that the DLO's income was failing to cover its costs and an operating deficit of £580,000 was projected for the full 2004/05 year. The Director of Housing & Environmental Services (DHES) undertook a review of the DLO and a DLO recovery team was established to take urgent turnaround measures.

2.04 The review concluded that the DLO's costs could be reduced, income increased and efficiency improved, but reducing responsive repairs budgets mean that its operating deficit cannot be eliminated in the next four years. Financial modeling undertaken as part of the review was validated by RSM Robson Rhodes. The operating deficit for 2004/05 was £435,000.

2.05 Following the report to Cabinet in January 2005 set out a recovery plan, which was updated in a progress report to Cabinet in April of this year.

2.06 The restructuring of Housing and Environmental services has led to some staffing changes. The DLO recovery will be the responsibility of the repairs manager and this post is the subject of an external recruitment. Meanwhile, an interim DLO manager has been appointed to provide overall direction to the DLO and lead the DLO recovery.

2.07 The DLO Recovery Group has progressed well and a detailed report will be provided by the interim DLO Manager on progress to date:

- Introduction of revised Schedule of Rates Codes
- Under recovery issues dealt with
- Strengthened approach to administration to free up supervisors
- Temporary stores person appointed
- Non-productive time being reduced and reduction in operatives
- Long-term sickness issues dealt with
- Deficit for 2005/6 year end estimated at £187k

SCDC Responsive Repairs Service Review

3.0 Requirements

- 3.01 The Council procured a full assessment of the future options for the procurement of responsive repairs services including specifically those noted above.
- 3.02 The assessment is based around the criteria prescribed by SCDC:

3.1 Operational considerations

- How will the options impact on the Council's organisational structures?
- How will the options advance the principles of partnering and the development of Egan principles?
- How will the options deliver service performance improvement?
- How will the options deliver improved customer care?
- How do the options fit with the Council's stated objectives and priorities?
- How do the options effect Council employees?
- How are the options effected by possible future housing stock transfer?

3.2 Legal considerations

- How do the options fit with current contractual commitments?
- How do the options fit with the existing area responsive repairs contract with City Services?
- How do the options fit with the Council's financial regulations and contract standing orders?

3.3 Financial considerations

- What are the likely one off and ongoing costs of each option to the Council?
- How do the options deal with reducing responsive repairs budgets?

3.4 Principal contacts

- Director of Housing & Environmental Services
- Director of Finance & Resources
- Head of Shire Homes
- Principal Project Managers
- Principal Accountant
- Management Accountant

SCDC Responsive Repairs Service Review

3.5 Background information provided by SCDC

- 2004 responsive repairs contract documentation
- DLO interim and final review
- External validation of DLO review
- Contract Standing Orders and Financial regulations

SCDC Responsive Repairs Service Review

4.0 Echelon Approach

4.1 Hearts and Minds Workshop

4.1.1 The review commenced on the process commenced on 17 August 2005 with a 'Hearts and Minds' Workshop attended by 21 stakeholders to the Responsive Repairs service including SCDC Customers, Councillors, Staff, DLO, Contractors and facilitated by echelon staff.

4.1.2 The purpose of the workshop was to act as a catalyst for the review and had the following key objectives:

4.1.3 The aims of the workshop were to engage the Stakeholders of the SCDC Responsive Repairs service in:

- Review current service – what works/doesn't work
- Review current good practice and internal and external drivers
- Identification and consideration of value improvements to the service
- Consideration of barriers to change
- Overview of echelon review process
- Agree Core Group Membership and review of key dates

4.1.4 The workshop was successful and highlighted **42** potential value improvements that were identified for development by the delivery Core Group, the membership of which was agreed at the workshop. In addition, **24** potential issues that could restrict the process were identified and these were also considered further by the Core Group.

4.1.5 The Core Group for the review was agreed at the Workshop and comprised the following members:

- Mathew Baxter – echelon consultancy
- Steve Hampson – Director SCDC
- Liz Heazell - Councillor (portfolio holder) SCDC
- Daphne Spink – Councillor SCDC
- Graham Smith – Management Accountant SCDC
- Clive Rumbelow – DLO Operative SCDC
- Gareth Minns – BGS Electrical
- Stuart Harwood-Clark – DSO Manager SCDC
- Martin Williams – Technician SCDC
- Janice Curtis - Tenant

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4.1.6 Following the workshop Janice Curtis withdrew and was replaced by two other Tenants, Mr. & Mrs. Buxton. Steve Annetts was also included in the Core Group.

4.1.7 The Workshop Report generated from this Workshop is provided in **Appendix 1**.

4.2 Core Group

4.2.1 The Core Group worked to the following Terms of Reference:

- Define what 'value for money' and 'excellent housing property management services' actually mean in SCDC for your responsive repairs service Appraise examples of best practice from elsewhere to support decision making
- Define how to get best value from restricted resources and the diminishing budgets indicated in the brief
- Ensure that links between responsive repairs and planned maintenance are explored and maximised
- Consider how service providers can be incentivised to deliver optimum performance
- Ensure that SCDC's DLO is fully incorporated within the procurement review process
- Ensure compliance with current European legislation through the Official Journal of the European Union (OJEU)
- Establish options – not restricting ourselves to the four potential options highlighted
- Define a suitable means of measuring and assessing options
- Make a recommendation for the chosen option by September
- Delivering an open and fully auditable procurement review
- Undertake an appraisal of the operational, legal and financial considerations listed in the brief

4.2.2 The Group held 7 Meetings and also undertook a visit to both the DLO depot at Landbeach and also City Services Depot at Mill Road, Cambridge. In addition, members of the group undertook a visit to Wrekin Housing Trust to appraise their approach to supply chain integration and use of IT.

4.2.3 The key output of the Core Group was the development of the Action Plan given in Section 14.0 of this report and validation of the optional appraisal.

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4.3 Information Gathering

4.3.1 Echelon has undertaken a review of the documentation provided by SCDC as part of the brief as follows:

- 2004 responsive repairs contract documentation
- DLO interim and final review
- External validation of DLO review
- Contract Standing Orders and Financial regulations
- Housing options appraisal final report

4.3.2 The information provided within these various sources of information has helped to inform the recommendations within this Report and has supported the extensive consultation that has taken place with the Core Group and other stakeholders to the project.

4.3.3 Various Reports and Minutes from the various events that the Core Group has been involved in have been produced and these are available on request.

4.3.4 The authors of this report acknowledge the input of the members of the Core Group and their invaluable input into both undertaking the review and the preparation of this Report.

4.4 Engaging the DLO

4.4.1 The DLO have been engaged through a series of weekly updates, comprising an informal discussion once a week backed by a formal written update on progress with the review.

4.4.2 There have also been two facilitated workshops with all DLO operatives in attendance. The main purpose of these workshops was to engage the DLO in the process and gain an understanding of the main issues affecting them in delivering the service and to invite their suggestions in how the service can be improved.

4.4.3 A Summary Report of the outputs from the two DLO Workshops is provided in **Appendix 2** and many of the issues raised are addressed within the Service Improvement Recommendations in section 14.

4.4.4 The DLO Recovery Plan is well underway and throughout this process tangible improvements within the performance of the DLO were noted including dealing with long-term sickness issues, materials procurement, asbestos surveying and several other initiatives that demonstrated a willingness to change.

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5.0 Current Service

5.01 Three area based responsive repairs contracts were awarded in September 2004 to the Council's Direct labour organisation (DLO) (East and West areas) and City Services (South area)

5.02 For 2004/05 14,130 responsive repairs were ordered at a total cost of £2,523,370.67, with the average cost of an order being £178.58. The area breakdown was as follows:

- East 4,588 orders £681,384.55
- West 4,814 orders £805,695.41
- South 4,728 orders £1,036,290.71

5.03 Responsive repair budgets for 2005/06 are £2.1m.

The properties are divided by Area:

- East 2,180
- West 1,863
- South 2,138

5.04 The contract was procured using the Councils bespoke Schedule of Rates where the DLO and City Services tendered against the pre-priced schedule.

5.05 The tendered rates for the current contract are as follows:

- SCDC DLO East Area: -22.65%
- SCDC DLO West Area: - 20.65%
- Cambridge City Council City Services DLO South Area: -10%

5.06 There is lack of available performance management data (other than cost and customer satisfaction) to enable detailed analysis of the existing service and this is one of the key issues addressed in the improvement plan (Section 14.0)

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6.0 Internal Drivers

6.1 Corporate Objectives

The Council's corporate objective's are:

- To provide a high quality, accessible, value for money service.
- Quality Village Life
- A sustainable future for South Cambridgeshire
- A better future through Partnerships

The housing repairs and maintenance service aims to provide excellent housing property management services to the Council's tenants.

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7.0 External Drivers

7.1 Audit Commission

7.1.1 The Audit Commission has prescribed very clear guidelines of the Governments expectations of asset management and particularly Responsive Repairs in Key Line of Enquiry (KLOE) 3: Stock Investment and Asset Management.

7.1.2 The target is to develop an excellent service for the Customers of SCDC and the service that is delivered will have to take account of the guidelines within the KLOE. The points within the KLOE have been studied by the Core Group and the following are the key elements that are felt to be most relevant:

7.1.3 Access to Service

- Focus on skills of front-line delivery staff
- Efficient and effective access for reporting repairs – focus on IT
- Confirm appointment at point of reporting
- Flexible appointments built around customers needs
- Robust approach to missed calls and appointments
- Customer focus and involvement

7.1.4 Diversity

- Understands and responds to local Community
- Demonstrates knowledge of ethnicity, vulnerability and disability of customers
- Demonstrates a non-discriminatory approach

7.1.5 Response Repairs

- Can get the necessary work done quickly and efficiently
- Completes repairs to a high standard within its target timescales, generally at the first visit
- Uses an innovative mix of caretaker, handyperson and multi-trade working to complete repair works
- Regularly inspects communal areas, jointly with residents' representatives, ensuring target timescales are met

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7.1.6 Value For Money

- Demonstrates good practice in procurement through Partnering approach
- Utilises other initiatives such as supply chain partnering, purchasing consortia
- Able to demonstrate benchmarking of costs/service levels with others
- Has robust Key Performance Indicators that drive the service
- Optimum balance between responsive/planned repairs
- Robust audit and inspection process in place

7.1.7 A full copy of KLOE 3 is provided in **Appendix 3**.

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8.0 Procurement Options Appraisal

8.1 Introduction

8.1.1 The four options that were considered were:

Option 1: Maintain an in house DLO and build its business base

Option 2: Establish a long term public private partnership

Option 3: Transfer DLO operations to City Services

Option 4: Undertake a new tendering exercise

8.1.2 Each option was considered under the criteria provided by SCDC listed in Item 3.0.

9.0 Option 1: Maintain an in house DLO and build its business base

9.1 Operational Considerations

9.1.1 Impact on the Council's organisational structures

This option will result in no changes in the organisational structure.

9.1.2 Partnering and the development of Egan principles

At present there is no evidence that the project is currently being delivered in a Partnering environment. This option provides a good opportunity to further develop the existing relationships into a contract that is truly reflective of the principles set out in the Egan Report.

Recommendations for undertaking this process are given in Section 14.0.

9.1.3 Service performance improvement

There is a fundamental lack of performance measurement at the present time. Continuing with the DLO provides an opportunity to develop a robust set of Key Performance Indicators in a relatively short period of time, particularly as there is an existing IT link between SCDC and the DLO.

It is anticipated that if the recommendations made within Section 14.0 of this Report are implemented there will be a significant, measurable, improvement in performance, particularly on the key areas of performance where current data is vague: resident satisfaction, appointments, recalls, cost and time predictability.

9.1.4 Improved customer care

The review has demonstrated that, generally, customers are satisfied with the service provided by the DLO, although this is difficult to support quantitatively due to the lack of performance data.

The last published level of tenant satisfaction was 94% against a target of 90% (for the last six months of 2004/05) although this was against a relatively low return rate.

9.1.5 Fit with the Council's stated objectives and priorities

There is a potential that the DLO can turn its existing trading position into a situation where a surplus is being made. The lack of available performance data makes it difficult to demonstrate value for money.

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However, it is worth noting that the DLO are operating at over 10% less than City Services on the Schedule of Rates.

9.1.6 Effect on Council employees

The retention of the DLO is a positive action, particularly in the current climate of Capping and the effect this has had on SCDC.

9.1.7 Effect of possible future housing stock transfer

The DLO has a formal contract with the Council and as such this would novate to the successor body. There are numerous Local Authorities that have been through a stock transfer and retained their DLO to great success (e.g. Wrekin Housing Trust, Ridgehill Housing Association (Community Building Services Ltd.)).

Often, the change in governance from a Council to a Registered Social Landlord has allowed more flexibility within DLO organisations and many DLOs have built their business base extensively through open tendering as they are inclined to be less risk adverse.

If the stock is transferred there is also the potential to convert the DLO to a limited company (that would be wholly owned by the Registered Social Landlord).

9.2 Legal Considerations

9.2.1 Fit with current contractual commitments

The existing contracts were let on a 4+1 basis (4 years with a 1-year extension option) in September 2004 and as such there is no impact on the current contractual commitments through retaining the DLO.

9.2.2 Impact on existing area responsive repairs contract with City Services

There is no impact on the contract with City Services.

9.2.3 Fit with the Council's financial regulations and contract standing orders

There is no impact on the Council's financial regulations and contract standing orders.

9.3 Financial Considerations

9.3.1 Likely one off and ongoing costs of each option to the Council

The anticipated cost of the DLO operation for 2004/05 is £1,735,530, of which the most significant elements are:

- £694,610 Salary Costs
- £458,000 Materials and Sub-Contractor Costs
- £340,000 central, departmental and support services costs
- £216,920 vehicle costs

This is based on the DLO employing 35 operatives and 4.5 office based staff. During the process of the review several opportunities have been identified that will reduce these operating costs. These are identified in more detail in Section 14, but can be summarised as follows:

- **Reduction in labour** – reduce the number of operatives through moving to a multi-skilled workforce and increasing productivity. This process is all ready underway and the current resource level stands at 30, 5 less than previously.
- **Integrated supply chain** – enter a single-source supply agreement that will provide both materials cost savings and increase productivity
- **Review support costs** – the contribution to central office appears high at 20% and this needs reviewing – it may be possible that buying in or outsourcing some of these services in will provide substantial savings
- **Vehicle costs** – number of vehicles will reduce accordingly with the reduction in labour as will traveling costs

The ongoing DLO Recovery Plan has all ready started to reduce the operating deficit and when this Plan is integrated with the recommendations within this report the DLO should be able to move towards delivering a surplus by the time the two-year extension is due in September 2007.

There will be initial costs involved in delivering some of the improvements within the DLO but these will be funded from within the operating savings made through introducing the changes. These are identified in more detail in Section 14.0.

9.3.2 How does the option deal with reducing responsive repairs budgets?

The reduction in the budgets is going to be an issue with whichever option is selected. The key to minimising the impact of reducing budgets is to develop a long-term forecast of the budget and building a workforce that is reflective of the budget.

It is recommended that the DLO workforce is developed into an operating core that is based around the baseline budget and that sub-contractors are used as buffers to deal with peaks and troughs within the workflow.

9.4 Conclusion

The DLO clearly has ongoing issues that need resolving in order to move to a positive trading position. However, given the inherent issues relating to the other options and the fact that the DLO is all ready in a process of recovery this is the option that is recommended by the authors of this report and is supported by the Core Group.

It is also worth noting that retention provides the Council with closer control over the service provider than any of the other options identified. This has the advantage of providing a more flexible service to the Customers of SCDC and provides more direct access to resources by the Council as recently demonstrated in several emergency flood situations where resources were easily diverted to deal with the emergency.

10.0 Option 2: Establish a long term Public Private Partnership

10.1 Operational Considerations

10.1.1 Impact on the Council's organisational structures

The formation of a Public Private Partnership (PPP) for the delivery of the responsive service and would involve the transfer (under Transfer of Undertakings (Protection of Employment Regulations (TUPE) conditions) of the existing workforce. This approach would effectively involve the full transfer of the responsive repairs service to the PPP.

The three cases that echelon has used as reference points for this report are Enterprise Liverpool, Kier Sheffield LLP and Colchester Homes. In all cases, joint venture companies have been set up, with Liverpool and Sheffield being set-up as Limited Liability Companies with the Councils having minority shareholdings in the LLP.

10.1.2 Partnering and the development of Egan principles

The PPP would meet the objectives of the Egan Report and would be set up a true collaboration between SCDC and the selected Partner. The three reference projects have both demonstrated that the principles have been fully adopted.

10.1.3 Service performance improvement

The PPPs reviewed have demonstrated significant improvements in service delivery. However, they have yet to demonstrate significant cost savings in delivering the responsive service.

10.1.4 Improved customer care

One key advantage of the PPP would be the potential to develop an in-house repairs call centre, with all repairs being delivered by one provider. This has the potential to deliver significant improvements in customer care, particularly in the drive to make appointments at initial point of contact, Sheffield quoting 92% of appointments being made and kept.

10.1.5 Fit with the Council's stated objectives and priorities

The formation of a PPP would have no negative impact on the Councils objectives and aspirations and would potentially be the option most aligned with the objective to develop Partnership approaches to delivering services.

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10.1.6 Effect on Council employees

The development of a PPP would have a huge impact on all staff currently involved in the project with a wholesale transfer of personnel to the new Joint venture organisation. Effectively, the staff transferred would be working for a new company and there is an interesting dichotomy between working for an organisation part owned by a commercial organisation and a Council that would need to be well managed to prevent leakage of staff. However, the Colchester model is unique in as much as the DLO operatives are still employed by the Council and managed by the Contractor, Inspace, on behalf of the Colchester Arms length Management Organisation.

10.1.7 Effect of possible future housing stock transfer

The PPP would be partly 'owned' by the Council and as such novation clauses would need to be developed to ensure that any successor body on transfer of the stock would takeover the Client function within the PPP.

10.2 Legal Considerations

10.2.1 Fit with current contractual commitments

The whole ethos of the formation of a PPP would be to channel as much work as possible through the Joint Venture organisation to gain the economies of scale that will gain maximum value.

Therefore, if this option were selected all existing contracts would need to either be determined or novated to the PPP.

10.2.2 Effect on the existing area responsive repairs contract with City Services

In order to accommodate the PPP there would need to be an exclusivity agreement for the Joint Venture Company, as demonstrated on the case studies. The existing contract would detract from the potential value of the PPP/JVC and as such would not be viable in parallel.

10.2.3 Fit with the Council's financial regulations and contract standing orders

The Councils Standing Orders have no direct provision for the development of a PPP and would need to be revised to incorporate such an approach.

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The Standing Orders do make reference to Consortium Framework Contracts (6.8 Page J-5) and there is an allowable exception for consortium/collaborative approaches 6.5 Page J-5) and this is the closest reference to a PPP Bid.

10.3 Financial Considerations

10.3.1 Likely one off and ongoing costs of each option to the Council

One off costs will be high and are difficult to quantify as the models investigated by echelon were on a much larger scale. However, there will be substantial legal costs in the setting up of any LLP and in the examples reviewed the procurement period was around 18 months and as a consequence the procurement costs will be substantial.

The ongoing costs are again difficult to quantify and in the cases reviewed the Joint Venture Company was guaranteed substantial minimum income, with the Council underwriting any shortfall.

10.3.2 How does the option deal with reducing responsive repairs budgets?

As stated, the joint venture companies on the case studies had a guaranteed fixed income for the duration of their contracts. Given the set-up costs involved for the commercial organisations within the PPPs it is unlikely that they would be interested in entering a project with diminishing returns.

10.4 Conclusion

The development of a Public Private Partnership is clearly an innovative approach to the delivery of a responsive repairs service and has demonstrated many benefits on three projects studied for the purpose of this report.

The Audit Commission is quoted as saying '*In-sourcing arrangements in themselves do not ensure improvements in value for money and quality of service. It is how they are applied which determines if they are successful in achieving these aims*' and it must be acknowledged that this approach will not necessarily deliver any improvements in the service.

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The key to the success of the projects reviewed as part of this exercise has been the ability to attract commercial organisations to invest in the project and this is due in no small part to the volume of the projects (55,000 houses and municipal buildings in Sheffield with a guaranteed turnover of £50million per annum for 10 years and £14m per annum in Colchester).

In the Sheffield case the DLO element of the service was also generating an operating profit and as such the commercial organisations were not placed at an initial risk of transferring a non-performing organisation.

In the Liverpool case the transfer of the Repairs service took place after the selection transfer and development of street cleansing.

The Colchester model is an in-sourcing arrangement with the private contractor working with existing CBH staff. The partner was procured through a competitive procurement process with tenant involvement in the evaluation and selection process. There were initially 36 expressions of interest. The contract runs initially for 10 years at an approximate value of £140 million.

The value of the repairs service makes it unlikely that SCDC could find a suitable commercial partner to enter a PPP with and such it is not felt that this option is viable for SCDC.

11.0 Option 3: Transfer DLO operations to City Services

11.1 Operational Considerations

11.1.1 Impact on the Council's organisational structures

The client function within the Council would effectively remain the same with the only potential tangible benefit being that there would only be one Contract/Contractor to manage.

The DLO function would cease to exist as it would be wholly transferred to City Services. This would mean that the current £340k contribution that the DLO makes to central office overheads would also cease.

11.1.2 Partnering and the development of Egan principles

There is a rational argument that a contract can never truly be perceived as Partnering where a Schedule of Rates Contract is involved as the financial risk of delivering the service is not equitable.

It is not felt that the current contract fully achieves the principles of Partnering although it is a major step in the right direction.

If the DLO is transferred to City Services there is an opportunity to determine the existing contracts and re-let the contract on a contract that is fully aligned with the Egan principles.

City Services have extensive experience of Partnering and have an existing Partnering agreement in place for the provision of Responsive Repairs and Decent Homes with Cambridge City Council.

11.1.3 Service performance improvement

Although there is lack of performance data available it has been evidenced that as well as being on a lower uplift on the Schedule of Rates the DLO is currently delivering a better quality service than City Services for substantially less contract cost.

If the service is transferred to City Services clear targets would need to be set and monitored, both on cost and quality.

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11.1.4 Improved customer care

The DLO currently has higher levels of customer satisfaction than City Services and there would need to be robust target set for City Services to improve their approach to Customer Care, with the potential to incentivise performance in this area.

11.1.5 Fit with the Council's stated objectives and priorities

The wholesale transfer of a service that is currently 'owned' by the Council to a third party may contradict some of the objectives that the Council has set, particularly in relation to value for money and sustainability.

11.1.6 Effect on Council employees

As with the other options there are huge TUPE implications related to re-tendering. All the staff currently engaged by both SCDC and City Services would be covered under TUPE legislation given that they work exclusively on the Contract.

Therefore, the primary effect on Council Employees is that all those currently employed by the DLO would have the right to transfer to City Services for the duration of the Contract.

The TUPE legislation protects the staff terms and conditions. However, TUPE implications are deterring many organisations from tendering for Responsive Repairs particularly as current legislation would involve City Services taking full financial risk.

11.1.7 Affect of possible future housing stock transfer

This issue would need to be dealt with in the terms of the Contract Form selected for the project.

The exact relationships would be dependant on which transfer route was selected (Arms Length Management Agreement or Large Scale Voluntary Transfer) but in all likelihood the Contract would novate to the successor body from the Council at point of transfer.

11.2 Legal Considerations

11.2.1 Fit with current contractual commitments

The existing contracts were let on a 4+1 basis (4 years with a 1-year extension option) in September 2004. Legally, the contract could be novated to City Services for the remainder of the term.

The issue of TUPE would need to be considered in detail as the risk of fulfilling pension requirements for SCDC operatives that transfer under TUPE Regulations will become the responsibility of City Services.

11.2.2 Effect on existing area responsive repairs contract with City Services

The Council should be able to negotiate a preferential rate against the Schedule of Rates if all three areas are given to City Services, although this should not be assumed as there is a potential that City Services may actually seek an increase in the rate to cover the cost of the TUPE risk.

11.2.3 Fit with the Council's financial regulations and contract standing orders

There is no specific item within the Council's Standing Orders that recognises the transfer of the service to a third party and as such the Standing Orders would need to be reviewed and amended accordingly.

11.3 Financial Considerations

11.3.1 Likely one off and ongoing costs of each option to the Council

The breakdown of the cost of the contracts for 2004/5 was as follows:

- East 4,588 orders £681,384.55 (SCDC)
- West 4,814 orders £805,695.41 (SCDC)
- South 4,728 orders £1,036,290.71 (City Services)

This demonstrates that the average order cost for each area is as follows:

- East – £148.51
- West – £167.37
- South - £219.18

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This demonstrates that the average order cost for City Services is significantly higher than that of SCDC. Using the average order value as a measure and applying that average order cost to the two DLO areas the costs for 04/05 would have been £1005597.80 (c£324k additional cost) for the east and £1055132.50 (c£250k additional cost) for the west. Using this equation demonstrates that the cost of City Services could potentially be £574k more than the DLO.

The other exercise undertaken was to apply the City Services SOR to the DLO costs by stripping out the DLO uplift (-22.65% east and -20.65% west) and then applying the City Services uplift (-10%).

This provides the following indicative costs:

- East – c £792819.77 (+£111k)
- West – c £913832.20 (+£108k)

Using this methodology if City Services carried out exactly the same orders as the DLO there would be an additional cost of at least £219k.

11.3.2 How does the option deal with reducing responsive repairs budgets?

The reduction in the budgets is going to be an issue with whichever option is selected. The key to minimising the impact of reducing budgets is to develop a long-term forecast of the budget and building a workforce that is reflective of the budget.

The contract can be written in such away that the diminishing budget is clearly identified to City Services and they will have to absorb the problems this creates within their rates. Hence, the risk would effectively transfer to City Services.

11.4 Conclusion

At first glance, the transfer of the DLO Service looks like an easy option to take. However, there will be an additional cost of between £219k and £574k dependant on which method of analysis of historic costs used.

This does not allow for any additional costs that City Services may seek to cover their risk on costs associated with TUPE.

Given the recommendations within this report the transfer to City Services could provide a short-term solution on the current projected deficits within the DLO as the risk of under-recovery would transfer to City Services.

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However, if the DLO incorporates the recommendations within the Report and all ready underway through the Recovery Plan they will provide a more cost effective solution than City Services within the life of the existing contract against a backdrop of providing a better quality service.

12.0 Option 4: Undertake a new tendering exercise

12.1 Operational Considerations

12.1.1 Impact on the Council's organisational structures

This will be largely dependant on the outcome of the exercise which is effectively an unknown quantity. The market is volatile at the moment and the size of the contract would restrict interest from the contractors market as demonstrated during the last tender exercise.

12.1.2 Partnering and the development of Egan principles

There is a rational argument that a contract can never truly be perceived as Partnering where a Schedule of Rates Contract is involved as the financial risk of delivering the service is not equitable.

It is not felt that the current contract fully achieves the principles of Partnering although it is a major step in the right direction.

If the contract is to be re-tendered it is recommended that it is procured in such a way that it fully meets the Egan principles, which would primarily mean a move away from a traditional Schedule of Rates approach to an 'Open Book' Cost Model where the contractor is reimbursed for their actual recorded costs.

12.1.3 Service performance improvement

There is no guarantee that re-tendering and appointing new service providers will improve the level of service being delivered. However, there is the potential to build a financial incentive into the Contract to focus on service delivery.

12.1.4 Improved customer care

As above, this option has no guarantee of providing improvements in Customer Care. Given the DLOs current relatively high levels of Customer Satisfaction there is a probability the levels of customer care will diminish, particularly if a new service provider is appointed as they will have to go through the learning curve of developing and delivering the service from a standing start where as the DLO are all ready in situ.

If the contract were to be re-tendered it is recommended that a complete review of the service is undertaken with the full input of your customers to ensure that the service that is tendered is reflective of Customers needs.

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12.1.5 Fit with the Council's stated objectives and priorities

The Council's objectives would form part of the tender document and, as with the previous tendering exercise, a large element of the scoring of the tenders will be qualitative.

One of the key aspects of the qualitative selection process will be to ensure that the selected Contractors are able to demonstrate a commitment to delivering SCDC's objectives through provision of evidence of delivering similar services elsewhere.

12.1.6 Effect on Council employees

As with the other options there are huge TUPE implications related to re-tendering. All the staff currently engaged by both SCDC and City Services would be covered under TUPE legislation given that they work exclusively on the Contract.

Therefore, the primary effect on Council Employees is that all those currently employed by the DLO would have the right to transfer to the new service provider for the duration of the Contract.

The TUPE legislation protects the staff terms and conditions. However, TUPE implications are deterring many organisations from tendering for Responsive Repairs particularly as current legislation involves the Contractor taking full financial risk

12.1.7 Effects of possible future housing stock transfer

This issue would need to be dealt with in the terms of the Contract Form selected for the project.

The exact relationships would be dependant on which transfer route was selected (Arms Length Management Agreement or Large Scale Voluntary Transfer) but in all likelihood the Contract would novate to the successor body from the Council at point of transfer.

12.2 Legal Considerations

12.2.1 Fit with current contractual commitments

If the tendering exercise is undertaken prior to the end date of the existing contracts (September 2008) all three contracts would need to be terminated using the break clause.

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This could have an adverse effect on the delivery of the existing service due to the DLO and City Services working out the notice period in an environment when personnel will be seeking alternative employment.

12.2.2 Effect on existing area responsive repairs contract with City Services

City Services area would have to be re-tendered with the two DLO areas and they would be at risk of not winning any areas through the tendering process.

12.2.3 Fit with the Council's financial regulations and contract standing orders

The Council's Standing Orders allow the letting of the contract to individual contractors or consortia (Sections 3.0 and 6.8 respectively) and as such there is no conflict with the existing regulations.

12.3 Financial Considerations

12.3.1 Likely one off and ongoing costs of each option to the Council

There are costs associated with re-tendering and these would include the cost of advertising, preparation of tender documents and the human resources within SCDC to procure the three contracts.

The ongoing costs are difficult to predict. It is highly unlikely that any other Contractor will be able to offer the rates currently being delivered by the DLO and City Services.

It is difficult to take a direct comparison to demonstrate this due to SCDC's use of a bespoke Schedule of Rates, However, echelon have undertaken a comparison exercise against the most widely used Schedule of Rates within the Housing sector, The National Housing Federation Schedule of Rates, Version 5. This Schedule is used by over 330 organisations covering in excess of 2 million properties.

A sample comparison of several commonly used codes indicate that the base cost of the two schedules demonstrate that the NHF schedule is around 10% higher than the net SCDC SOR.

The average uplift on contracts recently let within the south east average at around +15%. This would indicate an overall cost increase in the region of +25% in direct comparison with the net SCDC Schedule of Rates.

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As previously stated the DLO is currently operating at a discounted rate of -22.65% on the east contract and -20.65% on the west contract. This highlights that there is a potential risk that re-tendering in the current market could increase costs by over 40%.

12.3.2 How does the option deal with reducing responsive repairs budgets?

The risk for diminishing budgets will sit with the selected Contractors. The tender documents would profile the budget for the duration of the project and the Contractors will price the document accordingly.

12.4 Conclusion

The re-tendering of the Contracts is of high risk and could result in SCDC paying far greater prices for the service than currently incurred.

Current tendered rates are significantly higher than are being paid by SCDC at present and there is also the additional costs involved in the procurement process as well as the resource level needed to implement the project following procurement.

There is also a risk that Contractors will not be attracted to the project due to the value and the geographic location. This was evidenced during last years tendering exercise where no other competitive tenders were received in comparison to City Services and SCDC tenders (averaged across the three areas) as follows:

- Contractor 1: +70%
- Contractor 2: -10.8% (City Services)
- Contractor 3: +50%
- Contractor 4: -17.3% (SCDC)
- Contractor 5: -8.7%

As can be seen the only tender that was comparable to the DLO and City Services was Contractor 5 and the organisation that provided the tender was not felt to be of a suitable size/experience to deliver the project.

SCDC Responsive Repairs Service Review

13.0 Option Recommendation

The Report recommends that SCDC retains its DLO with a focus on building the business base and also applying a series of recommendations that will make the organisation more cost effective whilst improving the level of service provided.

In summary, the rationale for this recommendation is as follows:

Option 1: Retain DLO and Build Business Base

- Cost of retaining the DLO is the most cost effective solution due to additional costs incurred with other options
- DLO capable of moving to positive trading position if recommendations are implemented
- Customer Satisfaction levels are currently high (94%)
- DLO uplift rates are highly competitive and as such tendering for work externally to generate additional income is viable
- Existing Recovery Plan is delivering its targets and DLO is improving its trading position

Option 2: Public Private Partnership.

- Not felt to be viable option to the volume/value of work

Option 3: Transfer DLO to City Services

- There will be a significant increase in costs on existing SOR Rates.

Option 4: Retender

- Market appraisal indicated substantially higher rates against SOR if re-tendered.

This recommendation is endorsed by the Core Group of the Review.

The following section provides a detailed Service Improvement Plan, based around the key findings during the review process. It is strongly recommended that SCDC implements this plan.

SCDC Responsive Repairs Service Review

14.0 Service Improvement Recommendations**14.1 Introduction**

The following table provides a detailed list of suggested improvements in the delivery of the repairs service using the preferred Option (retention of DLO).

The suggested improvements are based around current good practice and make particular reference to delivering a service that delivers 'excellence' against the criteria set out by the Audit commission in Key Line of Enquiry 3 – Asset Management and 32 – Effectiveness and Efficiency.

14.2 Improvement Plan

Plans have been developed for the following recommended Actions and are in no particular order of priority as all are necessary to improve the service:

1. Review Repair Ordering Process
2. Externalise Stores
3. Develop KPIs
4. Develop Multi-skilled workforce
5. Develop Partnering Culture
6. Develop Appointment System
7. Increase Resident Input
8. Develop Business Base
9. Review Schedule of Rates
10. Develop 'Right First Time' Approach
11. Develop use of 'Hand-held' computers
12. Review Payment Process
13. Integrated IT System
14. Incentivisation
15. Training
16. Improve morale
17. Inspection Process
18. Workflow
19. Review Support Costs
20. Empowerment/ 'Attend Defect'
21. City Services Average Order Values
22. Produce DLO Business Plan

It is recommended that the existing stakeholder Core Group (formed specifically to assist in the review), or a derivative thereof, be tasked with managing the delivery of the improvements detailed in this section.

SCDC Responsive Repairs Service Review

14.3 Action Points

Action Point 1	Review Repairs Ordering Process
Issue	Accuracy of Contact Centre in diagnosing repairs
Key points	Both City Services and DLO report high proportion of orders being mis-coded by Contact Centre Operatives dissatisfied with level of information being provided on orders Inability to physically demonstrate how big problem is through fundamental lack of performance measurement
Options to Mitigate	Development of specific KPI to measure number of orders mis-coded Technical training for call centre staff Consideration of Repairs Locator software to improve coding of orders
Preferred Option and Action	All of the above
Benefits	Increase in productivity of both DLO and City Services Higher levels of satisfaction with potential to achieve more completions on first visit
Cost Implications	Cost savings through additional productivity of workforce

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Action Point 2	Externalise Stores
Issue	Multiple suppliers currently used
Key points	<p>Lack of storage space at Landbeach depot</p> <p>Lost productivity in workforce traveling to and from Builders Merchants</p> <p>No formal 'Buyer' in post at DLO – effects ability to ensure best value being achieved</p> <p>High volume of low value orders currently being processed by SCDC</p>
Options to Mitigate	<p>Develop a Partnering Agreement with a single supplier</p> <p>Bulk purchasing agreement with discounted costs</p> <p>Externalise stores function to selected merchant</p> <p>Merchant to provide deliveries to site rather than multiple visits to yard</p> <p>Ability to order materials as they are needed – 'just in time' deliveries</p> <p><i>Note: As part of the review process a group from SCDC visited Wrekin Housing Trust to review their approach to achieving this objective</i></p>
Preferred Option and Action	Select and develop Partnering Agreement with Builders Merchant for single source volume supply agreement
Benefits	<p>Significant cost savings through single source supply agreement</p> <p>Standardisation of materials across SCDC stock</p> <p>Reduction in administrative costs through development of bulk invoicing</p> <p>Increase in productivity of DLO through reduction in van trips to merchant</p> <p>Higher levels of satisfaction with potential to achieve more completions on first visit</p>
Cost Implications	<p>Cost savings through reduction in capital cost and increased productivity</p> <p>The Councils Contract Standing Orders will need to be reviewed as the value of the materials used on the contract indicate that a full tendering process will need to be undertaken where it may be more practical to appoint as a nominated supplier to the main contract</p>

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Action Point 3	Develop Key Performance Indicators
Issue	Fundamental lack of performance management data
Key points	Lack of KPIs in use on responsive repairs project Inability to provide evidence on value for money Inability to demonstrate any Auditability of service Risk of failing any external audit due to lack of data Unable to benchmark performance meaningfully
Options to Mitigate	Develop robust KPIs and performance management process for project KPIs suggested by Core Group: <ul style="list-style-type: none"> - SCDC Satisfaction with DLO/City Services - Resident Satisfaction - No. appointments made and kept - No. jobs complete on first visit - No. of recalls - No. orders completed within timescale - Cost predictability (no. variations) - Average Order Cost - Productivity - Order description accuracy - Accidents 3 of these KPIs are all ready been collected and the existing process needs to be developed to capture the above and make the existing more robust
Preferred Option and Action	Mutually develop KPIs between SCDC Client and DLO and City Services teams and agree targets for KPIs
Benefits	Use of KPIs to demonstrate levels of performance Drive continuous improvement Ability to benchmark performance with other organisations
Cost Implications	No additional cost

SCDC Responsive Repairs Service Review

Action Point 4		Develop Multi-skilled Workforce
Issue		Under recovery of DLO costs through poor productivity and balance of workforce
Key points		Multi-skilled operatives will increase productivity – one operative per job Increase in number of orders completed on first visit Higher retention of operatives through training and skill building
Options to Mitigate		Define what attributes 'multi-skilled' operatives need Undertake detailed review/profile of work-type volume by trade and optimise workforce accordingly Increase ability to recruit and retain operatives through developing operatives skills
Preferred	Option	Mutually develop KPIs between SCDC Client and DLO team and agree targets for KPIs.
and Action		
Benefits		Use of KPIs to demonstrate levels of performance Drive continuous improvement Ability to benchmark performance with other organisations
Cost Implications		Training and potential increase salary costs off-set by significant Cost savings through decreasing overhead cost whilst increasing productivity Moving to a multi-skilled workforce will allow reduction in workforce numbers over time. There is currently no training budget for the DLO. It is recommended that a budget of £500 per operative be allocated. This would incur an annual cost £15000

SCDC Responsive Repairs Service Review

Action Point 5	Develop Partnering Culture
Issue	Lack of partnering ethos demonstrated n project
Key points	Lack of mutual objectives for project No integrated Core Group for delivery of project Lack of KPIs (see Action Point 3) Lack of integration between client/contractor roles Poor definition of client/contractor roles and responsibilities within contract Low morale within DLO delivery team through lack of communication
Options to Mitigate	Facilitated Partnering workshop with full stakeholder representation (including City Services) to re-define Partnership principles Develop Partnering Charter (measurable mutual objectives for project) Introduce KPIs for project (Action Point 3) Develop detailed communication protocol for project Monthly client/contractor team progress meetings
Preferred Option and Action	All of the above
Benefits	Will instill better working relationship between client/contractor Will deal with issues of morale
Cost Implications	No additional cost implications, other than cost of workshop Potential to significantly improve productivity

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Action Point 6	Develop Appointment System
Issue	Audit Commission expectation that appointments are made at first point of contact
Key points	<p>At present time Contact Centre unable to make appointments on first call from tenant</p> <p>Orders are passed to DLO and City Services and appointments made</p> <p>Appointments system functionality sits within the IT system being used by DLO but is not currently being used.</p> <p>Current performance is good (96% jobs where appointments made and kept – performance last six months 2004/05)</p>
Options to Mitigate	<p>Explore functionality within existing IT system to ensure that it enables appointments to be made</p> <p>Convene a meeting with the Contact Centre to establish methodology for making appointments for DLO (and City Services) on initial call</p>
Preferred Option and Action	All of the above
Benefits	<p>Introduction of appointments at first call fully meets Audit Commission expectations</p> <p>Increase in customer satisfaction with the service</p> <p>Reduction in the number of missed appointments</p> <p>Reduction in the amount of time DLO administration team spend on contacting tenants will increase productivity</p>
Cost Implications	<p>Software is all ready in place so no IT costs anticipated</p> <p>May be some cost implication within Contact Centre for undertaking extra work in making appointments although the impact will be minimal and any physical cost is negligible and will be off-set against increased productivity</p>

SCDC Responsive Repairs Service Review

Action Point 7	Increase Resident Input
Issue	Lack of direct involvement of tenants and residents in the delivery of the repairs service
Key points	<p>No direct engagement with tenants in the management and provision of the responsive repairs service</p> <p>DLO undertaking some repairs that may be the responsibility of the tenant</p>
Options to Mitigate	<p>Convene a tenants 'Repairs Focus Group' Handbook – ensure tenants fully aware of their responsibility and response times</p> <p>Potential to increase amount of repairs tenants responsible for</p> <p>Charge tenants for repairs to generate income (fixed cost)</p> <p>Introduce charge for missed appointments to Tenants to reduce amount of missed appointments</p> <p>Agree extension to priority times for non-urgent works to deal with any peaks and troughs</p>
Preferred Option and Action	Development of a tenants 'Repairs Focus Group' to assist in implementation of improvement plan and to act as a representative group in the ongoing delivery of the repairs service. The group can work with SCDC in the development of the other actions highlighted above
Benefits	<p>A key element of the Audit Commissions expectations for the service is active involvement of tenants at present this is missing from the delivery of the service</p> <p>Involving tenants directly in developing the service will ensure buy-in of any changes made, particularly if any of the suggested re-charging elements are introduced (For example, at Brent Housing Partnership the introduction of a charge for missed appointments by tenants has been driven by the Repairs Group)</p>
Cost Implications	No cost implications

SCDC Responsive Repairs Service Review

Action Point 8	Develop Business Base
Issue	Identify and secure additional sources of income for the DLO to replace diminishing income for responsive repairs service, to tenders externally for responsive maintenance contracts
Key points	<p>There are 3 elements to identifying additional income:</p> <ol style="list-style-type: none"> 1. Increase volume of planned work from SCDC – the current approach to providing work other than responsive repairs to the DLO appears to be on an ad hoc basis and the development of a long-term commitment to the value and volume of work provided to the DLO should identify additional income for the DLO 2. Provide a list of repairs that the DLO will provide to tenants for a fixed charge, based against the Schedule of Rates – will generate additional income and could include repairs that are currently being undertaken by SCDC that are actually tenants responsibility 3. Secure external contracts – to bid and secure external responsive repairs contracts and planned works from other Social Housing clients
Options to Mitigate	<p>Option 1 needs to be investigated and acted upon immediately as the current ad hoc approach is not satisfactory</p> <p>Option 2 needs to be developed with the input of Housing Management and the Repairs Focus Group (see Action Point 7)</p> <p>Option 3 is not viable at the present time. Despite the clear cost effectiveness of the DLO, until such time as the DLO has a robust set of performance data in place and implements the changes within this report the DLO would not pass a qualitative selection process. If this service plan is put into place the DLO will have the ability to secure external maintenance contracts by April 2006</p>
Preferred and Action	Option All of the above
Benefits	Any additional income will be set against the existing overhead and as such will make the DLO more cost effective, particularly against the backdrop of a reducing responsive repairs budget
Cost Implications	Any work undertaken by the DLO on the current Schedule of Rates will provide a very cost effective approach and will lead to direct cost savings for SCDC

SCDC Responsive Repairs Service Review

Action Point 9	Review Schedule of Rates
Issue	Need to ensure that the bespoke SCDC Schedule of Rates is providing maximum value
Key points	<p>Develop a Sub-group for review of SOR made up of SCDC/DLO & Contractor Representatives – brief of group will be to review existing SOR, Review other SOR options (bespoke or ‘off the shelf’), is SOR way forward</p> <p>Many orders have multiple codes for repetitive work</p> <p>Varying quality of products being installed by DLO and City Services indicate that specification needs to be reviewed and enforced</p>
Options to Mitigate	<p>Instigate working group to undertake a review the SOR drawn from existing stakeholders to the project</p> <p>Development of more composite codes</p>
Preferred Option and Action	As above
Benefits	<p>Will increase understanding of the Schedule of Rates between SCDC and its service providers</p> <p>Increased use of composite codes and ‘attend defects’ will reduce number of codes and also reduce number of variations</p>
Cost Implications	No cost implications – review will lead to increased productivity

SCDC Responsive Repairs Service Review

Action Point 10	Develop 'Right First Time' approach to Repairs
Issue	A key objective of the Audit Commission is the delivery of a 'right first time' approach to delivering Responsive Repairs
Key points	<p>The definition of 'right first time' is the ability to attend to the repair in one visit and completing it to a high standard</p> <p>Whilst the quality of the work produced is generally good, the DLO is currently restricted in its ability to provide a 'right first time' approach due to lack of a multi-skilled work</p> <p>Perception that there are 'two vans at every job' - identified at workshop as a perception of the service</p> <p>No current performance measure of how many jobs are completed on first visit</p>
Options to Mitigate	<p>Upgrade current levels of self-certification of variations</p> <p>Integration of supply chain to provide materials to site (see Action Point 2)</p> <p>Development of multi-skilled workforce (see Action Point 4)</p> <p>Potential use of 'attend defect' approach, with more empowerment to operatives (see Action Point 20)</p> <p>Introduction of KPI for number of jobs completed on first visit (see Action Point 3)</p>
Preferred Option and Action	The implementation of several of the Action Points within this Report will result in the development of a 'right first time' approach
Benefits	Will meet the Audit Commissions standard for delivering an excellent service and will increase tenant satisfaction and reduce the number of appointments for repeat visits
Cost Implications	The delivery of a 'first fix' approach by a single multi-skilled operative will increase productivity

SCDC Responsive Repairs Service Review

Action Point 11		Develop use of Hand-held computers
Issue		Reduction in volume of paperwork will increase productivity
Key points		The current process used by the DLO is paper-based and is labour intensive – operative's daily worksheets are prepared manually and operatives have to attend depot every morning to collect their work/appointments for the day. System could also provide GPS tracking capability
Options to Mitigate		Introduce hand-held PDA or XDA technology for the delivery of the responsive repairs service Note: as part of this review process representatives of the Core Group and representatives from SCDC IT department undertook a visit to Wrekin HT, who have recently introduced such a system successfully
Preferred and Action	Option	Explore available options and implement hand-held technology. This will also link to the collection of KPI data (Action Point 3) and the externalisation of the Stores (Action Point 2)
Benefits		Reduction in paperwork will increase productivity. Removal of necessity for operatives coming into depot every morning will enable operatives to attend site straight from home (saving up to one hour, per operative, per day) this will also reduce the cost of fuel and reduce the pressure on the depot in the mornings when all the vehicles arrive and depart simultaneously
Cost Implications		SCDC IT staff are currently in direct communication with Wrekin to ascertain the costs associated with developing the technology highlighted above As an indication another organisation that echelon has recently undertaken a project with recently paid approximately £14k for development of the software and approximately £300 each for the handhelds indicating a set-up cost in the region of £25k Although there will be a significant set-up cost for the implementation of hand-held technology the pay-back in increased productivity will be instant. For example, just through enabling staff to travel direct from home to their first job will add up to 30 hours of productivity a day

SCDC Responsive Repairs Service Review

Action Point 12	Review Payment Process
Issue	High volume of low value orders
Key points	Too much time spent processing invoices Many invoices are of low value (many under £5) Data double entered – manual invoices entered onto SCDC system
Options to Mitigate	Detailed process mapping of payment process Develop IT system to enable more bulk invoicing Encourage all suppliers/sub-contractors to bulk invoice Explore direct IT links to main sub-contractors/suppliers
Preferred Option and Action	All of above
Benefits	Increased productivity Improved cash-flow Reduce backlog of invoicing
Cost Implications	Potentially significant savings in reduction in overhead of processing invoices

SCDC Responsive Repairs Service Review

Action Point 13	Develop Integrated IT System
Issue	Whilst there is some integration of IT systems there needs to be more direct linkage between systems
Key points	IT not fully being utilised on project and the process is still based around paper systems DLO has some direct linkage with Orchard and this needs to be rolled out to sub-contractors Double-entry of data due to lack of integration of systems (e.g. DLO raise order to sub-contractor that could go direct if systems integrated)
Options to Mitigate	Discuss potential improvements with IT database provider (Orchard) Identify other organisations that have fully integrated their IT systems between client and service provider and Development of IT sub-group to develop Open access to system by sub-contractors to enable instant access to orders and electronic invoicing
Preferred Option and Action	Development of IT sub-group with representatives from SCDC IT team, DLO and sub-contractors to explore options listed
Benefits	Direct access to system by sub-contractors will free up administrative team who are currently faxing/phoning orders through
Cost Implications	There may be an additional cost attached to further enhancing the Orchard system. This will need to be explored by the IT sub-group and quantified

SCDC Responsive Repairs Service Review

Action Point 14	Incentivisation
Issue	At present there is no financial incentive or bonus paid to operatives
Key points	<p>Inability to incentivise good performance</p> <p>Flat salary system in place through move to 'Single Status' makes it difficult to introduce incentive scheme</p> <p>Peer pressure from other organisations that pay operatives bonuses</p> <p>Operatives have suggested the introduction of an incentive scheme built around performance</p> <p>Introduction of incentive schemes acknowledged as good practice in achieving a good service</p> <p>A key driver of Partnering is 'sharing any gains' and as such this objective will assist in the move to make the project more aligned with Partnering principles</p>
Options to Mitigate	Development of an incentive scheme built around performance against the new KPIs (Action Point 3)
Preferred Option and Action	Consideration of an incentive scheme built around the holistic performance of the DLO, linked to the KPIs and developed with the full input of the DLO operatives
Benefits	<p>Increase in performance and productivity and potential to reduce capital costs</p> <p>Greater ownership of the performance of the DLO by the operatives through a focus on performance management</p> <p>Retention of staff through incentivisation</p>
Cost Implications	<p>Any financial incentive scheme will have a cost attached to it. However, if the incentives are built around performance (particularly productivity) the costs should be recovered through increased profitability</p> <p>There are also opportunities to implement schemes with no direct additional cost. For example, at Wrekin operatives are able to take a day off a fortnight if they build enough hours and deliver their targets against the KPIs (overtime is not paid) – this approach was well received by the SCDC DLO representative that attended the visit.</p> <p>Note: any proposed incentive scheme will need to be developed with the full input of the Unions and be mutually developed with the workforce to ensure full buy-in</p>

SCDC Responsive Repairs Service Review

Action Point 15	Training
Issue	There is no training budget in place for the DLO and level of training is poor
Key points	<p>SCDC has a statutory obligation to provide Health and Safety training to all operatives</p> <p>Operatives have had no training on key issues such as customer care, equality and diversity (in contradiction of the SCDC Policy that states that all staff will have training), lone worker training and Partnering</p> <p>DLO operatives have identified lack of training as a cause of the current low levels of morale</p>
Options to Mitigate	<p>Development of 'Training Matrix' for each operative to ascertain their current level of training and to identify their training needs. This will then inform a training strategy for the DLO</p> <p>Provision of a training budget for the DLO that will be delegated to the DLO Manager</p>
Preferred Option and Action	Development of detailed training strategy for DLO and implementation of training budget for 2006/7
Benefits	<p>SCDC will meet its statutory obligations</p> <p>Workforce will have increased knowledge and ability</p> <p>Increase in workforce satisfaction/retention (this area was identified as a key weakness at the DLO workshops held during the review process)</p> <p>DLO Manager to explore opportunities for receiving external funding from training bodies such as the Construction Industry Training Board)</p>
Cost Implications	The suggested training budget for the DLO, taking into account a level of 'catch-up' in basic training over the next financial year should be in the region of £500 per operative (see Action Point 4)

SCDC Responsive Repairs Service Review

Action Point 16	Improve Morale
Issue	Low morale within DLO
Key points	<p>Lack of certainty over future has affected morale within workforce</p> <p>Bad publicity from local press over previous problems within DLO</p> <p>Historical lack of communication between SCDC Management team and DLO staff</p> <p>Management changes within DLO</p> <p>Issues relating to terms and conditions and lack of definition on 'multi-skilled' operatives</p> <p>Lack of leadership within DLO</p>
Options to Mitigate	<p>Fully engage workforce in service improvement process</p> <p>Regular open meetings/workshops with DLO workforce</p> <p>Increase awareness of DLO function within SCDC</p> <p>Ensure DLO operatives represented on Core Group for Service Improvement delivery</p> <p>Continue with regular informal briefing sessions with DLO to keep them informed</p> <p>Provide greater access to SCDC information (Intranet etc.)</p> <p>Provide regular performance management data to operatives through use of monthly performance against targets on the new KPIs (See Action Point 3)</p>
Preferred Option and Action	All of the above
Benefits	<p>There is a direct correlation between productivity and morale and as such there will be increased output</p> <p>Higher morale will lead to retention and recruitment of staff</p> <p>Note: Morale has tangibly improved through the engagement process adopted by echelon with the DLO through the review and this process and this momentum should not be lost</p>
Cost Implications	No cost implications – deliver from existing resource levels

SCDC Responsive Repairs Service Review

Action Point 17	Pre and Post Inspection Process
Issue	Insufficient number of pre and post inspection process
Key points	SCDC not undertaking required volume of formal pre or post inspections DLO supervisors not undertaking post inspections
Options to Mitigate	Introduce Pre and Post Inspection processes Minimum of 10% of orders to be pre-inspected by SCDC prior to order being raised Minimum of 10% of all orders to be randomly supervised by both SCDC and DLO – develop standard post inspection form All orders with a value of over £500 to be post inspected by SCDC
Preferred Option and Action	All of the above
Benefits	Auditability of project. Will highlight any weaknesses in the service and provide performance data.
Cost Implications	No cost implication as can be delivered from existing resource levels – adoption of other improvements in plan will free up time for supervisors

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Action Point 18	Workflow
Issue	Productivity being affected through spread of work (lost productivity on extensive traveling between jobs) and erratic flow of planned work from SCDC
Key points	Large amount of time being wasted by operatives traveling between jobs that are geographically wide apart
Options to Mitigate	<p>Stockpile works by geographic area to minimise non-productive traveling time</p> <p>SCDC to increase amount of project work to DLO to optimise output from existing resource</p> <p>Provide more long-term commitment of planned maintenance work to DLO to allow better forward planning</p> <p>Use sub-contractors as buffer for peak and troughs in workload built around core delivery team within DLO that is as productive as possible</p>
Preferred Option and Action	All of the above
Benefits	<p>Reduction in traveling times</p> <p>Focus on core turnover targets</p> <p>Improved forward planning of planned works will maximise output by DLO</p>
Cost Implications	Cost savings in increased productivity and reduction in traveling time

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Action Point 19	Support Costs
Issue	Support costs high at 20% of contract value (£340,000)
Key points	The overhead cost paid by the DLO to SCDC is proportionately high in comparison to similar organisations undertaking responsive repairs where we would expect head office and project overheads to be in the region of 12-15%
Options to Mitigate	Detailed breakdown of the £340k paid by the DLO to SCDC Undertake 'Value For Money' exercise against costs identified Potential to outsource support costs
Preferred Option and Action	Identify breakdown of costs and undertake 'Value For Money' review
Benefits	Cost savings and potential improvement in services offered
Cost Implications	The income stream currently being costed through SCDC could be lost to an external source. Potential savings to the DLO of £85k (based on a 15% overhead)

SCDC Responsive Repairs Service Review

Action Point 20	Operative Empowerment/ 'Attend Defect'
Issue	Misdiagnosis of repairs and volume of variations
Key points	<p>On visit to City Service on 20 September the Core Group was made aware of City Services approach to delivering the responsive repairs service to Cambridge City Council</p> <p>This has involved the introduction of an 'Attend Defects' approach</p> <p>All orders that are issued to the DLO utilise one of only five standard 'Attend Defects' code – attend plumbing defect, attend electrical defect etc. and then relies on the operative diagnosing and undertaking the repair. All other codes are added retrospectively on completion of the works</p> <p>Operatives are empowered to undertake repairs up-to the value of £300 without seeking authorisation</p> <p>City Services state that the average order value under the 'Attend Defects' coding system has reduced to £75</p> <p>SCDC have all ready moved someway towards this approach with the recently introduced 'LE' and 'LN' Codes that allow operatives to diagnose repairs but they still have to seek authorisation for undertaking repairs over £70</p>
Options to Mitigate	Undertake a more detailed appraisal of the City Service approach and consider implementation if tangible benefits are demonstrated
Preferred Option and Action	All above
Benefits	Deals with issues around misdiagnosis of orders
Cost Implications	City Services claim that approach has reduced average order cost

SCDC Responsive Repairs Service Review

Action Point 21	City Services – Reduce Average Order Value
Issue	City Services average order value is higher than SCDC DLO
Key points	<p>For the year 2004/5 the average order values were as follows:</p> <p>SCDC - East – £148.51 SCDC - West – £167.37 City Services - South - £219.18</p> <p>This issue was noted by SCDC and initial work has been undertaken to look into this apparent anomaly</p> <p>Current levels (for the first six months of 2005/6) are:</p> <p>SCDC - East – £120.91 SCDC - West – £127.04 City Services - South - £138.73</p>
Options to Mitigate	<p>Undertake analysis of orders to gain understanding of why order value is higher</p> <p>Convene meeting with City Services to discuss issues relating to order values</p> <p>Undertake an external benchmarking exercise with other responsive repairs service providers</p> <p>Set target for City Services to reduce the average order cost with exceptions reporting where average order value exceeded</p>
Preferred Option and Action	All of the above
Benefits	The internal benchmarking of order costs between the two DLOs is a vital element of demonstrating that SCDC are achieving value for money
Cost Implications	Any reduction in average order cost will have a positive affect on the budget

SCDC Responsive Repairs Service Review

Action Point 22	Produce 5-year Business Plan for DLO
Issue	DLO currently only operating on a year-to-year basis with no medium or long-term business planning
Key points	<p>The DLO has been managed on a purely budget based basis with no long-term</p> <p>There is little ownership of the direction of the DLO by the operatives and implementation of a Business Plan backed by a delivery strategy will provide operatives the opportunity to become involved in the development of the DLO</p> <p>Research by echelon has demonstrated that the better performing DLOs, particularly those that are winning work commercial, have Business Plans in place and SCDC should draw off this good practice</p>
Options to Mitigate	Develop detailed 5-year business plan with input from Core Group and signed-off by DLO and portfolio holder
Preferred Option and Action	As above
Benefits	The introduction of a focused Business Plan will support the DLO in the delivery of this Action Plan and also the Recovery as well as providing the catalyst to move to a more commercial standing
Cost Implications	The cost of developing the Business Plan, supported by echelon, is estimated to be in the region of £3000.

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SOUTH CAMBRIDGESHIRE DISTRICT COUNCIL

REPORT TO: Leader and Cabinet
AUTHOR: Finance and Resources Director

8 December 2005

**POLICY FOR THE AWARD OF DISCRETIONARY RELIEF FROM NON-DOMESTIC
RATES FOR CHARITABLE ORGANISATIONS**

Purpose

1. To request that Cabinet formally adopt a policy for the award of discretionary rate relief to organisations qualifying for charitable rate relief in order to implement the reduction in expenditure agreed at the meeting of the full Council on 27 October 2005.
2. To ensure that future awards of rate relief are allocated in a manner that maximises the benefit to local residents and assists those organisations that contribute to the Council's Corporate Objectives.

Effect on Corporate Objectives

3.	Quality, Accessible Services	Awards of rate relief to charitable organisations help to supplement services that the Council may otherwise be required to provide.
	Village Life	Charities may provide assistance or facilities at a local level that contribute to village life.
	Sustainability	
	Partnership	Rate relief can form an important part of the funding mechanism for the Council's voluntary sector partners.

Background

4. The Local Government Finance Act 1988 and associated Regulations gives the Council a discretionary power to award a variety of forms of rate relief. This report is in respect of awards of discretionary rate relief to those organisations already qualifying for mandatory 80% charitable rate relief. This discretionary rate relief is often referred to as 'top-up' rate relief since it tops-up up awards of the mandatory 80% rate relief up to a maximum of 100%.
5. There are currently 174 properties receiving this discretionary rate relief. The Council must fund 75% of the relief from its General Fund and therefore effectively from Council Tax receipts. The anticipated cost in 2005/06 is £132,000 but this figure does fluctuate through the year due to new applications and changes in rating liability.
6. The current criteria used for determining awards have been developed over the last 15 or so years, generally through decisions made by Committee or Portfolio Holder. These decisions were made at a time when the Council had considerable financial reserves and was able to take a generous approach to assisting charitable organisations. However, awards are currently restricted to a maximum cost of £5,000 per rateable property each financial year.

7. At the meeting of the Council on 27th October 2005 it was agreed that substantial savings of £70,000 per annum should be made from the budget set aside for awards of discretionary rate relief.

Considerations

8. There is a cost to the Council's General Fund for discretionary rate relief which means relief is effectively funded from Council Tax revenue. In considering requests for relief, and in setting budgets, the Council has a duty to consider the benefits or otherwise to local residents in awarding the relief and to balance these against the cost to taxpayers.
9. A review of current awards and criteria used to make decisions is necessary owing to the need to find substantial savings as a result of Council Tax capping. Government guidance indicates that the Council cannot operate a blanket policy with respect to awards and must consider each application on merit. However, it is permissible, and is also recognised as good practice, for the Council to have a formal policy in this area to ensure fairness, transparency and consistency when making decisions.

Options

10. Options are limited if the agreed savings are to be made. The Council cannot simply adopt a blanket policy to restrict awards in order to achieve savings, as each application must be considered on merit. The only option available is to adopt a policy that sets out clear and reasonable criteria to be used in considering awards.
11. The policy outlined in this report will assist in achieving the savings target and will mitigate the risk of legal challenge. In addition the policy will also ensure that the limited funds available in the future to finance awards of discretionary rate relief are utilised in a manner that is of the greatest benefit to local residents.

Financial Implications

12. The Council is required to fund 75% of the cost of 'top-up' rate relief from its General Fund, meaning the burden effectively falls on local taxpayers. The remaining 25% is paid for by central Government through the non-domestic rating pool. This adverse gearing means that local taxpayers contribute £3 for every £1 contributed by the Government.
13. The cost of awarding this rate relief in 2005/06 is anticipated to be £132,000. The meeting of the full Council on 27th October 2005 agreed that savings of £70,000 should be made in this area of expenditure in order to meet the overall savings required as a result of the Council Tax capping.
14. An initial evaluation of existing awards has been conducted and it is expected that the proposed policy would realise the required savings. However, the final savings figure will only be known once the ratepayers' applications have been individually considered. The policy will also ensure that the future budget provision is utilised in the most effective way by targeting awards to organisations assisting in the achievement of corporate objectives and providing services or facilities that directly benefit local residents,

Legal Implications

15. The Council has a legal obligation to consider each request for relief and must come to a reasonable decision. Both the Government and the Audit Commission have issued guidance for Council's to follow when considering awards. That advice indicates that Council's must not adopt a blanket policy regarding awards, and must consider the individual merit of each request. However, it is reasonable, and considered good practice, to set criteria against which applications can be measured.
16. There is no statutory appeals process for ratepayers dissatisfied with a decision and their only recourse is to challenge the decision through judicial review. The guidance recommends that it is good practice for the Council to adopt a local appeals process to enable dissatisfied applicants to ask for a decision to be reviewed.
17. Once awarded, relief can only be withdrawn at the end of a financial year (except where there is a relevant change in the recipient's circumstances). Current awards are due to end on 31st March 2006.
18. The Local Government Finance Act 1988 and subsequent amendments set out the legal criteria which must be met before consideration can be given to awarding discretionary rate relief. In broad terms, the organisation must be a registered charity, or an organisation with charitable aims, and the property must be occupied by the organisation and used for charitable purposes. If the circumstances do not meet the legal requirements the Council has no power to award top-up rate relief.

Staffing Implications

19. None.

Risk Management Implications

20. There is a slight risk that a negative decision may be challenged by way of judicial review. Establishing a fair and transparent policy and adopting a local appeals process as outlined in this report mitigates this risk.

Consultations

21. Portfolio Holder for Resources and Staffing.

Conclusions/Summary

22. The current criteria for the award of 'top up' discretionary rate relief to charitable organisations is overly generous and results in local council taxpayers subsidising organisations disproportionately to the facilities provided to local residents.
23. Adoption of a formal policy that ensures awards are made in proportion to the direct benefit provided to local residents, and rewards organisations contributing to the Council's Corporate Objectives, can return a significant contribution to the budget savings required as a result of Council Tax capping, whilst minimising detrimental impact on deserving organisations and local residents.

Recommendations

24. The following recommendations are made:
- a. The criteria described in **Appendix A** 'Policy for the Award of 'Top-up' Discretionary Rate Relief to Charitable Organisations' should be formally adopted as a policy for the award of 'top-up' rate relief with effect from 1st April 2006.
 - b. In order to minimise the administrative burden on both the Council and applicants this policy should only take effect where the award of relief to the organisation will cost the Council in excess of £1,000 per annum.
 - c. Authority to make decisions on awards within the criteria set out in the policy should be delegated to the Finance and Resources Director.
 - d. Authority to make decision on appeals against the decision of the Finance and Resource Director should be delegated to the Resources and Staffing Portfolio Holder.
 - e. A further report making recommendations for a policy to cover all other forms of discretionary rate relief should be submitted to Cabinet during the 2006/07 financial year.

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

Non-Domestic Rating NNDR3 return for 2005/06.
Office of the Deputy Prime Minister's December 2002 publication 'Non-Domestic Rates – Guidance on Rate Relief for Charities and Other Non-Profit Making Organisations' December 2002

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Appendix A

South Cambridgeshire District Council

Policy for the Award of 'Top-up' Discretionary Rate Relief to Charitable Organisations

Overview

This policy has been agreed by the South Cambridgeshire District Council to ensure all ratepayers making applications for this rate relief are treated in a fair, consistent and equal manner.

This policy;

- Sets criteria for the factors that should be considered when making a decision to award or refuse relief
- Sets out the delegated authority to award relief in appropriate circumstances
- Establishes an appeals procedure for organisations that are dissatisfied with the Council's decision.
- Seeks to safeguard the interest of local taxpayers by ensuring that funds allocated for the award of discretionary rate relief are used in the most effective and economic way and in a manner that contributes to the Council's Corporate Objectives.

Scope of the Policy

1. This policy shall apply in respect of applications for discretionary rate relief from charitable organisations qualifying for mandatory charitable rate relief.
2. This policy shall only apply in those cases where the maximum potential cost to the Council in awarding this relief to the organisation exceeds £1,000 per financial year. (i.e. where the cost of awarding rate relief, at the rate of 20%, to all eligible properties in the District for which the organisation is liable for Non-Domestic rates, exceeds £1,000).
3. The maximum amount of relief awarded under this policy to any ratepayer shall be limited to a cost to the Council of £5,000 per year.
4. Organisations applying for relief shall be required to complete the Council's Application Form and supply sufficient evidence, to the Council's satisfaction, to support their application.
5. Applications will only be considered where signed by the ratepayer, or, where an organisation is the ratepayer, an appropriately authorised representative of the organisation.
6. Ratepayers aggrieved with an initial decision made in respect of an application have a right of appeal. Appeals must be made in writing and will only be considered if received within six weeks of the Council notifying the ratepayer of the decision.
7. Decisions on appeals shall be made by the Portfolio Holder for Resources and Staffing whose decision shall be final.
8. Awards shall be limited to the period ending at 31st March of the year in respect of which the application is made. New applications may be submitted each financial year.

Criteria to be used in decisions on the award of 'Top-up' Discretionary Rate Relief to Charitable Organisations

These criteria apply in respect of applications from all ratepayers where the maximum potential cost to the Council in awarding relief to the organisation exceeds £1,000 per financial year. (i.e. where the cost of awarding rate relief, at the rate of 20% of the full rates bill, to all eligible properties in the District for which the organisation is liable for Non-Domestic rates, exceeds £1,000).

	Criteria		
1	Does the organisation contribute to the Council's corporate objectives or statutory responsibilities?	Yes Go to question 2	No No relief awarded
2	Is relief requested for a property that is a local facility? (e.g. a meeting room, drop in centre)	Yes Go to question 3	No Go to question 5
3	Is the facility used solely by South Cambridgeshire residents?	Yes Award full 20% relief up to a maximum cost to the Council of £5,000 per ratepayer.	No Go to question 4
4	What proportion of the usage is by South Cambridgeshire residents?	Award relief according to the following proportions: >75% usage by SC residents = 100% Relief 50-75% usage by SC residents = 75% relief 25-50% usage by SC residents = 50% relief 1-25% usage by SC residents = 25% relief % of rate relief to be calculated as a % of the lower of; a) 20% of the organisation's rate liability for the year, or b) £6,666.66.	
5	Do local residents benefit from the organisation's charitable work?	Yes Go to question 6	No No relief awarded
6	What proportion of the organisation's charitable expenditure is to the direct and sole benefit of South Cambridgeshire residents?	Award relief according to the following proportions: >75% expenditure = 100% Relief 50-75% expenditure = 50% relief <50% expenditure = no relief % to be calculated as set out in item 4 above.	

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SOUTH CAMBRIDGESHIRE DISTRICT COUNCIL

REPORT TO: Leader and Cabinet
AUTHOR: Chief Executive

8 December 2005

CHILDREN'S SERVICES: THE CONTRIBUTION OF DISTRICT COUNCILS**Purpose**

1. This report sets out the new statutory duties on District Councils arising from the Children Act 2004 and recommends that a lead member is appointed for children's services.

Effect on Corporate Objectives

2. Quality, Accessible Services	The quality and accessibility of services for children in Cambridgeshire should be enhanced.
Village Life	The aim for children/young people to 'make a positive contribution' should contribute to village life.
Sustainability	-
Partnership	The Children & Young People Plan is being drawn up and will be delivered by a partnership between the County and District Councils with PCT's, the Police and voluntary organisations.

Background

3. The government published the Green Paper 'Every Child Matters' in September 2003 following the report in January 2003 of the Laming Inquiry into the death of Victoria Climbié. The Children Bill was published in March 2004 and enshrined in legislation in the Children Act in November 2004. The act requires the development of an integrated response to needs, and cooperation between all agencies in order to improve outcomes for all children and young people.
4. The local response to the national agenda has been overseen by Cambridgeshire's Children and Young People's Strategic Partnership (CYPSP). The partnership includes representatives from the County and each District Council, the Primary Care Trusts, the Police, the Learning and Skills Council, Connexions and the voluntary sector; it is chaired by the County's Chief Executive. The CYPSP has developed a vision for children and young people, and agreed the kind of services and the way of organising them in order to deliver the vision.
5. The restructuring of the County Council has created the 'Office of Children and Young People', bringing together the education service and the children's part of social services into an integrated structure. As part of this structure, three new Area Director posts have been created, one of which covers South Cambs and Cambridge; the post holders are now working to develop multi-disciplinary teams in each of their areas.
6. Extensive consultation has taken place with stakeholders and partners concerning the new structures. The outcome of this consultation has resulted in proposals to deliver services at three levels: many specialist services will be delivered at county level; area teams will include, for example, social workers, pre-school specialist

teachers and family support workers; 'locality' teams which will cover two or three village college catchment areas, will include personal advisors, education welfare officers and youth workers. The final details are the subject of a current consultation process.

7. The Children Act requires every county/unitary authority to establish a Local Safeguarding Children Board (LSCB). The LSCB replaces the voluntary collaboration of the Area Child Protection Committee, and its role is to coordinate the activity of partners and ensure their effectiveness in respect of safeguarding and promoting the welfare of children.
8. Officers of the District Councils in Cambridgeshire have been meeting together during 2005 with County colleagues to consider the Districts' contribution to the Children agenda. The I&DeA (Improvement & Development Agency) have assisted with this process, helping to run a workshop 'Working Together to Improve Outcomes for Children' on 21 October, for district members and officers. The workshop considered examples of good practice from each district, discussed how districts could best contribute, and considered needs and priorities in each area: The needs and priorities identified for our area are shown in **Appendix A**.
9. Section 10 of the Children Act creates a new statutory duty on district councils. It requires cooperation with the children's services authority, that is the County Council, by:
 - a) District Councils
 - b) The Police Authority and Chief Constable
 - c) The Local Probation Board
 - d) The Youth Offending Team
 - e) The Strategic Health Authority and Primary Care Trust
 - f) The Learning and Skills Council

These partners must work with the County, have regard to any guidance issued, and may establish a pooled fund for children's trusts.

10. Section 11 of the Children Act applies to the same bodies, with the addition of governors of prisons. This section requires each body to ensure their services have regard to the need to safeguard and promote the welfare of children. This means that all reasonable steps must be taken to ensure that in any work with children, young people and their families, the risks of harm to the children's welfare is minimised.
11. Some initial training has been undertaken with managers responsible for staff whose work may bring them into contact with children and young people; this was joined with similar training concerning vulnerable-elderly people, as most of the staff groups concerned may have contact with either group. Further training will be required.

Considerations

12. The CYPSP have recently agreed the draft of the first Children & Young People Plan for Cambridgeshire to meet the assessed needs in the county. This plan is subject to a formal consultation period with partners between 28 November 2005 and 16 January 2006. As the plan is 88 pages long, it is not being circulated with this agenda, but copies are available on request. The questions posed as a basis for the consultation include:
 - a) is the vision right?

- b) are the key performance indicators the right ones?
- c) are the lead organisations identified the right ones for the actions?

The aspects of the plan which particularly affect the district are considered below.

13. The vision set out in the plan states:
- “We believe that as a partnership our role is to ensure all children and young people achieve their potential. We seek to ensure that all children and young people have a sure start in life and an equal opportunity to thrive within their families and communities. We aim to ensure they are supported, particularly at times of need and transition, so that they are able to make the most of education, training and employment opportunities.”

The plan sets out how the partnership will move forward to achieve this vision.

14. In Every Child Matters the government identified five outcomes for children and young people:
- 1. Be Healthy
 - 2. Stay Safe
 - 3. Enjoy and Achieve
 - 4. Make a Positive Contribution
 - 5. Achieve Economic Well-being

The Children Plan identifies actions to make progress towards each of these outcomes for the 119,000 0-18 year olds identified in the 2001 census; it is noted that numbers in South Cambs are expected to see slight-rises.

15. The partnership has, through its review of needs and identification of priorities, set out key outcome areas where improvement is essential between 2006 & 2009. These are:
- 1. Improving the emotional and physical health and well-being of children and young people and those with responsibility for their care.
 - 2. Raising the aspirations of young people to improve their employment and life prospects.
 - 3. Developing supportive communities which provide opportunities for children and young people to participate fully.
 - 4. Better outcomes for children looked after by the local authority.
 - 5. Raising the educational performance for all young people.
 - 6. Ensuring that all young people can lead safe and secure lives free from unreasonable risk.

The full list of these key outcomes, with key performance indicators, are attached in **Appendix B**. Two particular areas are highlighted which affect our district: in outcome 2, the needs of those in rural areas; and in outcome 3, access to recreation and participation in sport and physical activity.

16. The services of this council are affected by both the priority areas identified in para 15, and by the need to maintain and improve performance more widely to achieve the 5 outcomes in para 14. The services most affected are community services and housing, but there are wider implications on all ‘customer services’ we provide. The main areas are set out below.

17. Priority 1 (in para 15) has a performance indicator to reduce the incidence of obesity among children under 11. Clearly our responsibilities for leisure and sport can affect this, and our active role in sports development to increase participation will help. We will need to take this priority into account in our plans for the next 3 years. Unfortunately, the TEAM project, specifically aimed at children aged 8 - 11 with obesity problems, is not able to continue due to reductions arising from capping.
18. There is a set of actions identified concerning Traveller children, which we will need to take into account. These include increasing Traveller attendance and attainment in schools, reducing exclusions and racial harassment or bullying and increasing the level of transition from primary to secondary school. Action 4.8 aims to improve the cultural development of Travellers, amongst others, and including youth work with Travellers. We will need to work closely with partners on some of these issues, and include appropriate items in our own Travellers strategy.
19. Our work with the Crime and Disorder Reduction Partnership (CDRP) will be affected by a number of actions in the plan. These include increasing the prevention activity of the Youth Offending service, such as promoting restorative justice interventions in antisocial behaviour work, developing a youth crime strategy and the development of Youth Inclusion and Support Panels. We will also need to take into account action 1.6, to reduce teenage alcohol consumption and use of drugs. The established joint work on domestic violence is covered in action 2.17.
20. Action 1.1 expects District Councils to work with the new Area Directors to implement a Play Strategy, aimed at creating more play opportunities through supporting the development of green spaces and facilities for young people. We already provide advice and support to villages and parish councils, and funding for play facilities in small villages; we may need to review what we can provide to meet this action, while taking into account our stretched resources. We should note that this aim fits closely with one in the agreed Community Strategy for South Cambs.
21. In the wider Action Plan, action 4.1 sets out the development and implementation of a comprehensive sports, arts and cultural strategy, delivery physical activity strategies in each district, as well as the delivery of sports and arts programmes in village colleges in South Cambs. These requirements will be addressed as part of our review of cultural and community services, which is being taken forward through a member working group which starts this month.
22. The opportunities provided for facilities for children by the development of new communities is set out in action 3.1, with District Councils nominated to lead. We are expected to ensure high quality educational and recreational facilities are provided including suitable childcare and school places access to sports provision on school sites, facilities designed to meet the recreational and social needs of young people, and services having regard to the diverse needs of the community. These points are being taken forward as part of our planning processes.
23. In Priority 2, about life prospects, a key performance indicator is the reduction of 16-18 year olds who present as homeless. This is extended by 5.8 in the wider Action Plan which aims to improve access to affordable housing for young people through the provision of affordable homes, ensuring a mix of housing suitable for young people and increased provision of appropriate supported housing. These issues will need to be addressed through the delivery of the council's housing and homelessness strategies.

24. The most widespread impact of the Children Act and the plan concerns our duties on safeguarding children. These will affect all our services where staff come into contact with children and families, whether in their own homes, at events or in council offices. Staff need to know how to identify signs which could indicate that the well-being of children is at risk, including possible signs of abuse, and to know how to report these concerns and the appropriate boundaries about sharing information. Some training has taken place but more will be needed.
25. In addition, the Council has clear duties as an employer, to ensure that all reasonable steps are taken to prevent the possibility of council staff, or people who undertake work for us, putting the well-being of children at risk or carrying out abuse. We already have measures in place to ensure this, such as requiring Criminal Record Bureau checks for appropriate staff, but we are likely to need to review our practices and consider if further measures are required.
26. The Head of Community Services has been identified as the Council's lead officer with regard to safeguarding children, when our child protection policies were adopted in 2004. However, this responsibility was added to his existing workload, and limited progress has been possible. It is anticipated that a small working group, with representatives from across the council, will be needed in order to review our current policy and practices and consider the need for improvements. East Cambs have recently produced a draft Child and Vulnerable Adult Protection Policy, and this may be useful in considering what is required at South Cambs.
27. At the I&DeA event referred to in para 8 above, the proposal emerged that there should be nominated lead officer for Children and Young People at each district council. While this recommendation from I&DeA is accepted as good practice, current resourcing limitations make this very difficult.
28. We are required to identify a lead member for Children and Young People; all the other districts in Cambridgeshire have already done so, as far as we are aware. The lead member will be invited to contribute to the CYPSP, as well as taking a leading role within the Council itself. There is also one district representative on the Safeguarding Children Board; as and when the current representative comes to the end of their service, I would anticipate that the next representative might be one of the lead members from another district.

Options

29. The council does not have a choice about involvement in the county partnership on Children and Young People; the only options concern how this involvement is undertaken. Given the severe constraints after the staff reductions following capping, the nature of the involvement will depend on incorporating tasks into existing staff workloads. Where this is not possible, the involvement is likely to be very limited.
30. The council has an option on who is appointed as the lead member. The responsibility for actions above fall within a number of portfolios. However, the majority of actions fall within the Community Development portfolio; this would tie in with the officer involvement, which is largest in Community Services.

Financial Implications

31. There are no quantified financial implications of this report. Some of the actions could lead to financial commitments in the future, depending on the nature of our involvement which is agreed.

Legal Implications

32. Paragraphs 9 & 10 above refer to our new statutory duties under the Children Act 2004. This Council's level of cooperation will be limited by our reduced capacity following capping. The legislation provides for Joint Area Reviews of services, which could examine the extent and nature of the contribution of all parties. The CPA (Comprehensive Performance Assessments) inspections for both the District and the County are likely to focus on how the statutory duties with regard to children are fulfilled.
33. The provisions of the draft Children Plan for Cambridgeshire will affect a number of staff across the organisation, particularly over the measures to safeguard children which will require additional training. The work will need to be incorporated into existing staff workloads. Paragraph 27 refers to recommendation that a lead officer for Children and Young People is nominated: if the cabinet chooses to follow this recommendation, it needs to be done in the knowledge that there is limited capacity to input on these issues.
34. The most significant risk arising from this report concerns any failure to ensure that children's welfare is protected by council staff, as set out in paragraphs 24 & 25. Risk mitigation measures are in place. In one of the most vulnerable areas, where the council employs sports coaches, there has been considerable training and Criminal Records Bureau checks are made prior to employment. Further training and review of procedures across the council are likely to be required.
35. Consultation has been undertaken with a wide range of stakeholders by the Children and Young People Strategic Partnership.
36. The measures in this report are part of the changing government agenda with which we need to comply, at whatever level of services we provide. The Children and Young People Plan sets out both some priority actions and a much wider range of other actions to implement the five outcomes for children set out in paragraph 14. The large majority of these actions will be led by the County Council and other agencies; only a few involve this Council, and these are covered in the Considerations part of the report.
37. Most actions will need to be addressed through a partnership response, through cooperation between different agencies. The aid of many of the actions will fit in with the Local Area Agreement (LAA) which was considered by cabinet in November, as one of the four 'blocks' of the LAA is focussed on services for children and young people. This Council is already working in partnership, and this approach is likely to develop.
38. Delivering aspects of the Children Plan will involve some adjustment to the roles of a wide range of staff, rather than requiring major changes for a few. The only way South Cambs can respond is to integrate the work as part of our mainstream responsibilities.
39. The draft Plan is subject to a period of consultation until mid January. Comments from cabinet can be incorporated into a response, although due to capacity restrictions only a relatively brief response is likely to be possible.

Recommendations

40. It is recommended that:

- (a) The Portfolio member for Community Development is appointed as the lead member for Children and Young People.
- (b) Any comments on the draft Children Plan are incorporated into a response to the consultation.

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

- a) Change for Children in Cambridgeshire – Briefing Note for District Councils: Delivering change for Children and Young People
- b) Formal Consultation on Proposals for the Area and Locality Structures – Cambs County Council
- c) Draft Children and Young People Plan
- d) I & DeA Report on Cambridgeshire District Councils Seminar on 21 October 2005
- e) Draft Child and Vulnerable Adult Protection Policy, East Cambs District Council.

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APPENDIX A

From report of I&DeA Workshop on 21 October 2005

South Cambridgeshire DC and Cambridge City

a) Identified Gaps/Needs

- Youth provision not just one outcome
- Making a positive contribution: Too much 'done to' and not enough active involvement
- Development of self-confidence and esteem missing
- Need to be more joined up with Be Healthy – linked to activity and targets
- Alcohol – Cambridge City needed to be included in list of priority areas
- Health list too much about physical health and not enough about emotional well-being
- Lack of references to parental support/carers and families
- Cost barriers
- Access to open space and Local streets
- Need to include road accidents more explicitly
- Positive image of children and young people – Respect
- Child Obesity
- Crating a positive image of children and young people
- Assessment of present local provision
- Creating a forum for looking at practice more widely

b) Potential Shared Priorities:

Access:

- Access to services for children and young people
- Use of Secondary school minibuses and subsidised transport
- Outreach services for particular groups e.g. travellers
- Cost issues i.e. subsidising entrance o facilities
- Information for Children and Young People in different formats i.e. texts, websites, radio, 'advice' venues

Housing

- Prevention of homelessness with a cross-County strategy
- Learning from examples of good practice i.e. Foyer Project
- Commissioning of Young People's Housing Projects

Planning

- Involving young people in planning developments
- Shared planning standards for Children's Centres

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APPENDIX B

Key outcome	Key performance indicators
1. Improving the emotional and physical health and well-being of children and young people and those with responsibility for their care <i>And in particular</i> improving the emotional and physical health and well-being of mothers to be, babies, infant and primary aged children	Reduction in the proportion of low birthweight babies in Cambridge City, Huntingdon North and Wisbech (BH) Reduce the incidence of obesity among children under 11 (BH)
2. Raising the aspirations of young people to improve their employment and life prospects <i>And in particular</i> addressing the needs of young people in rural areas	Reduce % of young people who are NEET living in Fenland, are leaving PRUs or are looked after (EWB) Reducing the numbers of 16 – 18 year olds presenting as homeless (EWB)
3. Developing supportive communities which provide opportunities for children and young people to participate fully <i>And in particular</i> improving children and young people's access to recreation, decision making and support when they need it	Participation in constituted democratic children and young people's bodies (to include school councils, Youth/ Parish Councils/ UKYP) (PC) <i>Reduce % of yr 8/ yr 10s reporting bullying in SHEU survey (SS)</i> Increase in % of young people participating in at least 1 hour of moderate intensity sport and physical activity each week (BH) <i>Reduce teenage conception rate in Fenland, Huntingdon and North Cambridge (BH)</i>
4. Better outcomes children looked after by the local authority <i>And in particular</i> improving their health and raising educational attainment	<i>% young people leaving care with 1+ GCSE grade A* - G (EA)</i> Reduction in final warnings and convictions of children looked after (PC)

5. Raising the educational performance for all young people

And in particular narrowing the educational performance gap for disadvantaged groups

Increase attainment for traveller, Bangladeshi and Pakistani heritage at KS 2 maths and English (EA)

% of children in schools serving high needs areas achieving 6 points or more on each of assessment scales of the Communication, Language and Literacy strand of the Foundation Stage Profile (EA)

6. Ensuring the all young people can lead safe and secure lives free from unreasonable risk

And in particular ensuring that children and young people in vulnerable situations are protected

Reduction in numbers of child protection re-registrations (SS)

% increase in reported incidences of Domestic Violence (SS)

SOUTH CAMBRIDGESHIRE DISTRICT COUNCIL

REPORT TO: Leader and Cabinet

8 December 2005

AUTHOR/S: Chief Executive

NEIGHBOURHOOD POLICING

Purpose

1. This report sets out a proposal for the Council to work in partnership with the police in their implementation of Neighbourhood Policing in the district, and the establishment of Community Panels.

Effect on Corporate Objectives

2.	Quality, Accessible Services	Neighbourhood policing will enable the local priorities of residents to be reflected in local policing.
	Village Life	Enhanced feelings of security will support village life.
	Sustainability	
	Partnership	The establishment of a partnership between the Council and the police will benefit residents, as well as both organisations and help deliver the Community Strategy.

Background

3. Policing in Britain is changing, in response to the government's drive towards citizen focussed services.

"In order to be effective, the police need to be able to perform their duties with the active co-operation, not just consent, of local communities. Focused local policing, with a community which is genuinely engaged, is essential to fighting crime and building a stronger society. A community that feels it is part of the solution can work successfully with its local policing team to play a real part in reducing crime and anti-social behaviour. That is why the Government is committed to providing effective, accessible neighbourhood policing to deliver increased confidence and security."

From Building Communities, Beating Crime: A better police service for the 21st century.

4. Citizen Focussed policing seeks to put the citizen at the centre of service delivery. Working with citizens not just for them, it will ensure they have a real say in how their area is policed and the priorities that should be addressed. In that way they may be encouraged to move from 'passive' customers of services to being actively engaged in them.
5. The aim of building stronger communities, which are actively engaged in developing community safety, is in line with the Community Strategy for South Cambs. Members will recall that both the Police and the Council are 'signed up' partners to the community strategy, and this new initiative is a real opportunity to progress our aims.
6. Across England and Wales each Constabulary has selected a Pathfinder area for the introduction of Neighbourhood Policing; in Cambridgeshire, Southern Division has been selected as the pathfinder area. Both Council and Police officers attended a recent

conference to compare progress in East Anglia, and the conclusions from this joint work are being applied in the proposals in this report.

7. The pilot implementation has been under development for some months and the division needs to maintain its pathfinder momentum. Internal structural changes have been made and the proposals for these have been reported to council officers. It is now timely to implement engagement processes. All police forces are required to fully implement this approach in all areas the country by 2008.

Considerations

8. Southern Division has been divided into a set of eleven 'neighbourhood' groups based on government guidance, taking into account crime and incident figures. The five neighbourhoods in south Cambs are effectively sub-areas of the district; division into smaller areas is not feasible within the available police or council resources. A plan showing the neighbourhoods is contained in the attached **appendix**.
9. The boundaries of the five neighbourhoods have been aligned with electoral wards, to allow representation, and these neighbourhoods have been published by the police. Council officers suggested that boundaries aligned with village college catchment areas would have had merit, but accept that any basis of divisions could be challenged. In view of the need to make progress, the pragmatic position is to proceed with the boundaries shown in the appendix, and to review these boundaries if they prove problematic in terms of community engagement.
10. A key component of neighbourhood policing is the establishment of a Community Panel for each area. The panel will provide the community's means of engagement on policing priorities and performance, with regular meetings to consider the issues and the policing response. They will not be Local Consultation Groups (LCGs) under a new name. They will be a new way of working acknowledging the very different needs of local communities and providing accountability in performance. At each meeting the panel will be able to set or review local policing priorities and receive reports on how well the police have performed in delivering these priorities; it has been suggested that up to three priorities should prove manageable.
11. The panel will also be able to consider what other steps can be taken by the wider community, for example through neighbourhood watch groups or other agencies like parish councils, to help improve community safety. The South Cambs Strategic Partnership may have views on the term of reference of the panels, and particularly whether they may widen their scope to consider related issues, such as concerning children and young people, or health aspects of community safety. We understand that in Cambridge City discussions are taking place as to how panels may be aligned to the council's existing area committees, but there may be a need to have separate meetings due to the size of the agenda.
12. It is proposed that the membership of the panels should consist of:
 - a) Independent chairman
 - b) Up to six District Councillors, including one for each multi-member ward and some from single-member wards within the neighbourhood
 - c) One County Councillor
 - d) A member of the Police Authority
 - e) A Police representative, either the Sector Inspector or Community Sergeant
 - f) An SCDC officer
 - g) Neighbourhood Watch/Countryside Watch representative(s)

- h) Possibly other nominated or elected lay people to represent key interests

East Cambridgeshire has considered the election of some representatives at an annual neighbourhood forum meeting.

13. The Police Partnership Development Manager has been working with the Sector Inspector in developing the current proposals, in negotiation with council officers. He may continue to be involved with the early panel meetings, helping to ensure that the implementation achieves the desired objectives.

Options

14. The options are confined to the way that Neighbourhood Policing is implemented, as the requirement to move to this form of policing has been proposed by the Association of Chief Police Officers and supported by the Home Office.
15. One possibility could be to roll out the Community Panels across the district at the same time. This would have the benefit of providing the same service to all areas from the start. The disadvantage of such an approach would be the inability to learn from a pilot to help ensure as smooth a process as possible, given that this is a very major change in approach. Resourcing a one-off process would also present considerable challenges.
16. These are options about the transparency of the Community Panels. The meetings could be: closed meetings, with the public not permitted to attend; meetings open to the public to attend as observers; or open to public questions at the start of the meeting, with the public able to observe for the rest of the meeting.
17. The frequency of the panel meetings will need to be decided, balancing the need to be sufficiently frequent to provide effective community input, with the ability to resource the meetings. Monthly meetings, which would be the most responsive option, would mean 60 meetings a year and this is quite unsustainable. It is anticipated that initially 5 meetings of each panel per year will be the right balance; once panels are established this may reduce to quarterly meetings.

Financial Implications

18. The police will be resourcing Neighbourhood Policing and the establishment of community panel meetings.

Legal Implications

19. The Council have a duty, under Section 17 of the Crime and Disorder Act, to consider the community safety implications of any service development or initiative. This report addresses community safety very directly, by involving local communities in consideration of policing priorities and monitoring performance. The implementation of neighbourhood policing will be overseen by the statutory Crime and Disorder Reduction Partnership, which is currently chaired by a South Cambs Member.

Staffing Implications

20. Panel meetings will require the attendance of a senior council officer, at least initially; this can be reviewed after the first few meetings. The Head of Community Services, as lead officer on community safety, would expect to attend the pilot panel in Histon during 2006 in order to assess what support is likely to be required longer-term.

Risk Management Implications

21. None.

Consultations

22. This report has been drawn up in consultation with the police. It is being taken to the South Cambs Strategic Partnership (often referred to as the LSP) before the Cabinet meeting, in order to consult all the relevant partners and seek their support. The views from their meeting on 30 November will be reported orally to cabinet.

Conclusions/Summary

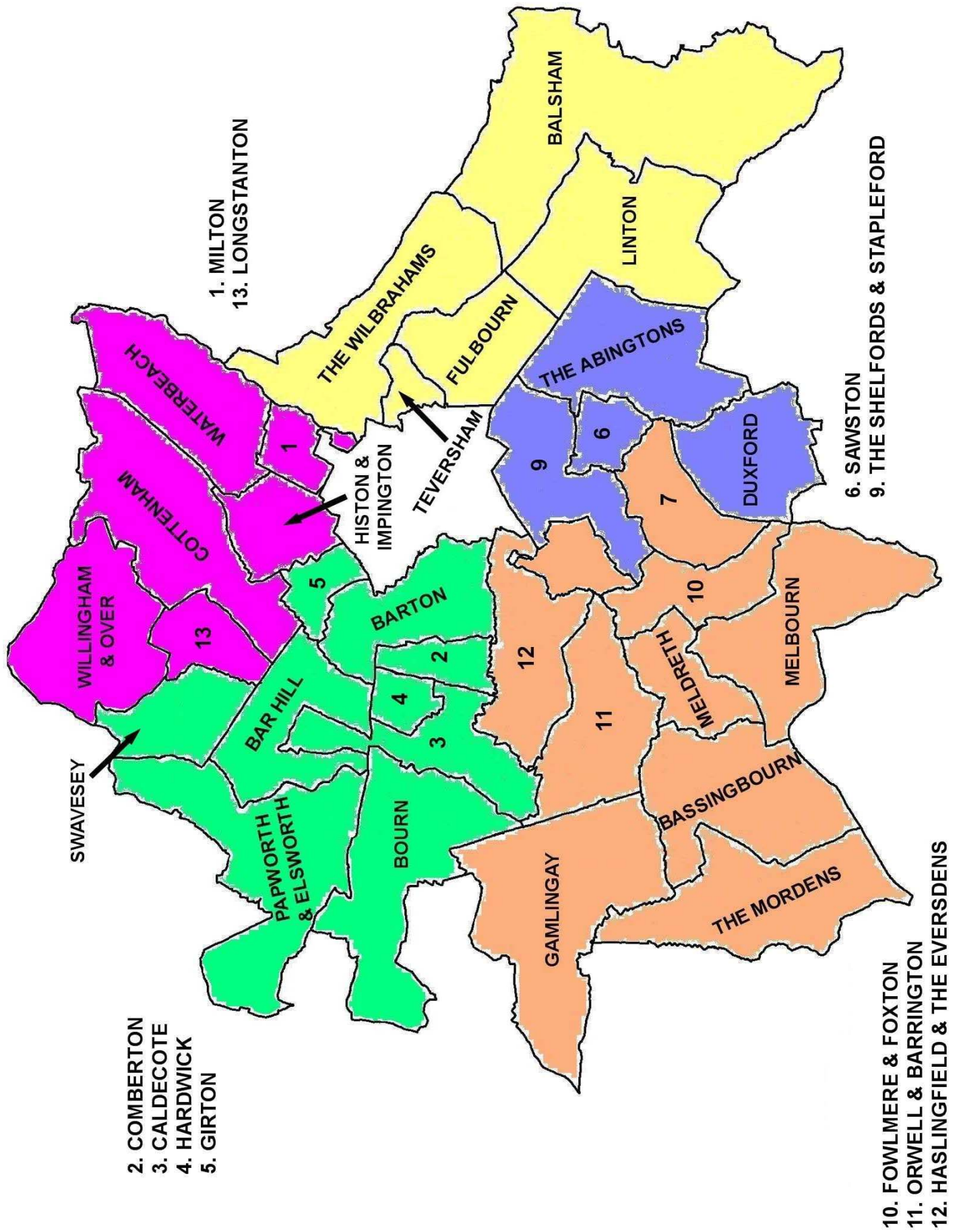
23. Neighbourhood Policing represents a major change in approach to policing, engaging communities in drawing up priorities in local areas, and working with partners to monitor delivery. The community panels will provide a set of local forums in which to consider community safety issues. The development of the panels' role will continue over the first year
24. Piloting the roll-out of this new approach will enable us to learn from the experience in one area, and to apply this over the remainder of 2006. The initial panel meetings should be as 'transparent' as possible, to engender confidence in the process, with public questions at the start and the public able to stay as observers. The merits of this form of meeting can be weighed after the first two meetings, for application as appropriate in the panel meetings for the other neighbourhoods.
25. The Histon/Milton/Cottenham/Waterbeach area is the most advanced in terms of the preparations for the community panels, with discussions that have already taken place with some ward members. It is proposed that this area should be used as a pilot, with the first meeting of the panel in January or February 2005. Any lessons learnt or developments in the Histon area can be applied to the other four areas, which can be implemented in mid 2006.

Recommendations

26. It is recommended that:
- a) The Council works in partnership with Cambridgeshire Constabulary to establish a pilot Community Panel from around January 2006 in the Histon area, and
 - b) Following an evaluation of the pilot above after the first two Panel meetings, terms of reference are drawn up for Community Panels, and they are established across the district during 2006.

Background Papers: the following background papers were used in the preparation of this report:
Neighbourhood Policing Pathfinder BCU and partner Workbook
South Cambridgeshire Sector Newsletter, August 2005
Notes of a meeting held on 2 August 05 between Police and Council representatives
East Cambs LSP Report: Neighbourhood Consultation Panels

Contact Officer: Simon McIntosh – Head of Community Services Tel: (01954) 713350



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SOUTH CAMBRIDGESHIRE DISTRICT COUNCIL

REPORT TO:

Leader and Cabinet

8 December 2005

AUTHOR:

Finance and Resources Director

IMPLEMENTING ELECTRONIC GOVERNMENT**Purpose**

1. To note the progress of the Council's *Implementing Electronic Government (IEG) Statement 2005* and give delegated authority to the Information and Customer Services Portfolio Holder and the Finance and Resources Director for subsequent changes and approval.

Effect on Corporate Objectives

Quality, Accessible Service	The IEG Statement 2005 is the fundamental driver for electronic access to all our back office services and e-enabled interaction with the citizen.
Village Life	-
Sustainability	Reduced travelling
Partnership	Jointly with Serco, Cambridgeshire County Council and other 3 rd party suppliers/providers.

Background

2. Council has previously approved the *Implementing Electronic Government (IEG) Statements* in 2001, 2002, 2003 and 2004. These documents have resulted in the award to the Council of capital grants totalling £750,000 from central government (£200K in 2002, £200K in 2003, £350K in 2004, £150K in 2005). We have now been asked by central government (the Office of the Deputy Prime Minister, ODPM) to produce our 2005 version. This builds on the 2004 version, and is consistent with its content. The structure has changed, to comply with revised guidelines, and now utilises an on-line submission mechanism known as the ESD Toolkit. As in previous years, we have worked closely with representatives from the County Council and the other District Councils to ensure a common approach and demonstrate working in partnership.
3. The Council's ICT Strategy 2003-2006, which builds on the previous IEG Statements, is being updated and is now to be known as the ICT Strategy 2006 – 2009, the IEG Statement 2005 is now a formal part of this strategy. The revised ICT Strategy will be brought to Cabinet early 2006.

Considerations

4. The current draft of the IEG Statement 2005 is attached as Appendix 1. The IEG Statement 2005 is not due to be presented to ODPM until 19th December 2005, but it was agreed with the Information and Customer Services Portfolio Holder that it should come to Cabinet for approval prior to its submission and to Council for endorsement. Whilst the detail of the statement is correct at time of press, continuing developments in the provision of ICT services mean there may be minor revisions prior to the final submission deadline. It is recommended that approval of changes subsequent to the Cabinet meeting is delegated to the Information and Customer Services Portfolio Holder and the Finance and Resources Director.
5. The IEG Statement continues to focus on the achievement of the priority outcomes and challenges councils to ensure that they are able to provide electronic access to all compatible services. One of the most significant elements is the continuing commitment to

the Contact Centre and the integration of associated systems. This is consistent with Cabinet's resolution of 20th June 2002.

Financial Implications

6. The financing of IEG and ICT is not directly affected by these papers, but the requirements will be reviewed during the forthcoming budget setting process.

Legal Implications

7. None.

Staffing and Risk Management Implications

8. There are no staffing implications directly arising from these papers. However, the following points should be noted:
 - (i) Continued implementation of the Contact Centre will move more of the front office operation from service departments into a corporate area (as envisaged in PWC's Organisation Review and the more recent Transformation Project report as delivered by Mouchel Parkman Consultants Ltd).
 - (ii) the IEG programme continues to be ambitious, and will require continued support from within the user departments as well as from the ICT Division. This may require secondments of staff into projects as they become more defined.
 - (iii) Systems integration and support of the Contact Centre relies heavily on the achievement of the IEG programme.
 - (iv) Failure to agree and achieve the outcomes of the IEG programme could result in censure by the ODPM and possible loss of previously awarded grant funding.

Sustainability Implications

9. Many aspects of the developed programme will reduce travel, providing access to services electronically.

Consultations

10. Consultations have included the various ICT cross-departmental groups, neighbouring local authorities and Serco.

Recommendations

11. It is recommended that Cabinet
 - (a) notes the progress of the IEG Statement 2005, and
 - (b) approves the delegation and approval of subsequent changes to the Information and Customer Services Portfolio Holder and the Finance and Resources Director prior to submission to the ODPM on 19th December 2005 with the final copy being distributed to all members when available.

Background Papers: the following background papers were used in the preparation of this report: IEG Statement 2005, ICT Strategy 2003 –2006, Best Value Continuous Improvement Plan and Cambridgeshire County Council ICT Strategy 2004-2007

Contact Officers: Steve Rayment, Assistant Director Finance & Resources (ICT)
Geoff Sissons, Applications and Information Manager (ICT)

Members are encouraged to refer questions or concerns to the contact officers before the meeting, due to the complexity of the subject.



IMPLEMENTING ELECTRONIC GOVERNMENT RETURN 2005 (IEG5)

"Meeting the targets for e-government"

Name of Authority: South Cambridgeshire District Council

IEG Contact Name: Geoff Sissons

Email: geoff.sissons@scambs.gov.uk

Telephone No: 01954 713282

Submitted date: 30/11/2005

Local Context

IEG Statement 2005 Draft v4 : Created 30 November 2005

The provision of electronic services continues to be a key component of the corporate objectives and the strategic developments associated with improving services provided by South Cambridgeshire District Council (SCDC). The focus is on expanding electronic services to complement existing service delivery mechanisms as this will give customers more choice as to how they obtain the services they need. The service extension also includes linking facilities across providers so that where a service is outside the scope of SCDC, the customer is taken to an appropriate point where their needs can be met.

The Contact Centre, which is shared with Cambridgeshire County Council, has been a success. It provides a central County wide function to handle telephone calls as a cross cutting service as the agents can deal with calls relating to a wide range of different services instead of a single function. The agents have access to the information they need through the use of business application systems, internet and intranet facilities. During 2005, web access has been enhanced with the introduction of a new website content management system (CMS) to provide information in a more structured and clearer way. It also follows the Local Government Service List to provide a commonly used, standardised structure which makes it easier to find the information required. The CMS also makes the publication process easier, which encourages the provision of timely and accurate information. It also caters for transactional web services and these are now beginning to come on stream.

Transactional services on the new website allow customers to request services, make payments, contribute to consultations and raise queries electronically. This speeds up the process and provides more flexibility for the customer. To avoid creating a digital divide the public can obtain the same information by telephoning the Contact Centre, accessing the website or visiting the main office in Cambourne or a satellite office in Cambridge, which is operated in conjunction with the City Council. This shared approach is enabled by the provision of a County wide broadband network infrastructure which we share and which connects offices across the County.

Although technology is the mechanism for change, the objective is to provide services through additional channels and improve efficiency. Most of the changes currently being made are taking place in the background in order to web-enable services. This will enhance public web access and enable the contact centre agents to respond to telephone queries more readily.

The overall corporate objective of *a better future through partnership* is being fulfilled as partnership working is made easier with electronic services because, where appropriate, information, services and facilities can all be shared more easily.

The SCDC corporate objective of *high quality, accessible, value for money services* is being enabled through services being made available electronically on the internet for public access and for Contact

Centre agents to respond to customer queries more effectively, to provide a better service and supply a range of services and information from a single point of contact.

The *quality village life* objective is being met by providing affordable homes complemented by a housing management service to meet the needs of current and prospective tenants. Housing management systems are employed to provide the facilities and information required to manage the service effectively. These systems are also being web-enabled to allow the public to have access to information and to raise requests on-line. Related issues such as transport links, education, health and leisure are provided as County-wide functions and access to or information about these services are provided through the Contact Centre and website links.

The objective of *a sustainable future for SCDC* is met by sustainable developments and quality of design in new developments and by recycling and waste minimisation. Electronic copies of development plans are available for scrutiny on the internet and consultation by electronic means is available, and proving popular. Consultation documents are scanned to create an electronic copy which is made accessible on the website. The public therefore has the opportunity to scrutinise development plans and assess the level of sustainability. Recycling is promoted and backed up by information on the website and the use of application systems to control waste management.

Section 1 - Priority Outcomes (self-assessment)

Satisfactory progress towards delivery of the listed priority outcomes listed below is required within the remit for achieving e-government by 2005

Outcome And Transformation Area Description	Current Status	Anticipated status at 31/12/2005	Anticipated status at 31/03/2006
R1 Parents/guardians to apply online for school places for children for the 2007 school year. The admissions process starts about a year before the beginning of the school year, e.g. September 2006 for 2007 entry.	Green 30/09/2005	Green 30/09/2005	Green 30/09/2005
Comment: A function for which the County are responsible. It is scheduled to be available in September 2005 for Secondary and September 2006 for Primary. When the facility is available we will link to it.			
R2 Online access to information about educational support services that seek to raise the educational attainment of Looked After Children.	Green 01/03/2005	Green 01/03/2005	Green 01/03/2005
Comment: Not applicable as this is a County function; but it is accessible through links on the SCDC website, a County-wide A-Z facility and a shared Portal.			
G1 Development of an Admissions Portal and / or e-enabled telephone contact centre to assist parents, carers and children in their choice of, and application to local schools	Green 01/04/2001	Green 01/04/2001	Green 01/04/2001
Comment: Not applicable as this is a County function; but it is accessible through links on the SCDC website, a County-wide A-Z facility and a shared Portal.			
If already 'green' on R1, R2 & G1 above please comment on E1 Agreed baseline and targets for take-up of online schools admissions service and educational attainment of Looked After Children. Otherwise you may leave this row blank.	Comment: Not applicable to a District Council		
R3 One stop direct online access and deep linking to joined up A-Z information on all local authority services via website or shared telephone contact centre using the recognised taxonomy of the Local Government Category List (see www.laws-project.org.uk).	Green 01/01/2004	Green 01/01/2004	Green 01/01/2004
Comment: An A-Z facility operates across all Council websites within the County to provide access to a comprehensive list of services. We also share the County based Cambridgeshire Direct Contact Centre, which uses LGCL, and County-wide web Portal.			
R4 Local authority and youth justice agencies to co-ordinate the secure online sending, sharing of and access to information in support of crime reduction initiatives in partnership with the local community.	Red 21/06/2004	Amber 31/12/2005	Amber 31/12/2005
Comment: In discussion with other Districts about joining the Criminal Justice System Secure email (CJS SeM). The process is being led by a neighbouring District.			
G2 Empowering and supporting local organisations, community groups and clubs to create and maintain their own information online, including the promotion of job vacancies and events.	Green 30/10/2004	Green 30/10/2004	Green 30/10/2004
Comment: SCDC's policy is to help community groups, clubs and local organisations with grants and advice but not to host a web facility for them. Grants have already been provided for this purpose to the following:- Linton Parish Council website and local directory - East Hatley and Hatley St George website - Access Art website - Cambourne website			

Outcome And Transformation Area Description	Current Status	Anticipated status at 31/12/2005	Anticipated status at 31/03/2006
<p>If already 'green' on R3, R4 & G2 above please comment on</p> <p>E2 Agreed baseline and targets for customer satisfaction and efficiency savings between the supplying organisations on shared community information initiatives.</p> <p>Otherwise you may leave this row blank.</p>	Comment:		
R5 Public access to online reports, minutes and agendas from past council meetings, including future meetings diary updated daily.	Green 30/06/2004	Green 30/06/2004	Green 30/06/2004
	Comment: Minutes, agendas, reports and meeting dates are available on line. The process has been improved by the implementation of a new Democratic Services system.		
R6 Providing every Councillor with the option to have an easy-to-manage set of public web pages (for community leadership purposes) that is either maintained for them, or that they can maintain themselves.	Green 30/11/2004	Green 30/11/2004	Green 30/11/2004
	Comment: This facility is available as part of the Democratic Services system.		
G3 Citizen participation and response to forthcoming consultations and decisions on matters of public interest (e-consultation), including facility for citizens to sign up for email and/or SMS text alerts on nominated topics.	Amber 01/01/2005	Amber 01/01/2005	Green 31/03/2006
	Comment: An on-line system for consultation in relation to the Local Development Framework is in place. A consultation module is now available as part of our on-line Information Asset Register system and it is being considered for general consultations.		
G4 Establishment of multimedia resources on local policy priorities accessible via public website (e.g. video & audio files).	Amber 01/11/2005	Amber 01/11/2005	Green 31/03/2006
	Comment: The feasibility of using an audio text translation facility is being investigated. This will enable all web pages (including information about local policies and priorities) to be audibly 'read' to the user. A number of options are being considered, including the possibility of sharing a solution with other Councils in the area to promote compatibility and reduce cost.		
<p>If already 'green' on R5, R6, G3 & G4 above please comment on</p> <p>E3 Agreed baseline and targets for e-participation activities, including targets for citizen satisfaction.</p> <p>Otherwise you may leave this row blank.</p>	Comment:		
R7 Online public reporting/applications, procurement and tracking of environmental services, includes waste management and street scene (e.g. abandoned cars, graffiti removal, bulky waste removal, recycling).	Green 01/04/2005	Green 01/04/2005	Green 01/04/2005
	Comment: Environmental Health reporting facilities are available via the Contact Centre and are logged directly into the system. Web access is currently being implemented. Commercial waste management options have been evaluated and a new applications system is planned for implementation.		
R8 Online receipt and processing of planning and building control applications.	Amber 01/04/2004	Green 31/12/2005	Green 31/12/2005
	Comment: Planning applications can be received and processed on-line, but on-line payment for the service is awaiting implementation of the Income Management system. Building Control applications can be handled on-line with the planned implementation of a new module in the BC system.		

Outcome And Transformation Area Description	Current Status	Anticipated status at 31/12/2005	Anticipated status at 31/03/2006
G5 Public access to corporate Geographic Information Systems (GIS) for map-based data presentation of property-related information.	Amber 01/04/2004	Amber 01/04/2004	Green 31/03/2006
	Comment: Public access is provided by Plan Access, an OGC compliant web map server, which interacts with the GeoStore GIS system. This facilitates the following web based services which are being used successfully: * Of the 106,000 planning applications from 1948-2005, 96,000 can be viewed. * Planning appeals function. * A fully interactive Local Development Framework (LDF) with mapping and policy statements. * A planning expert system which includes tree preservation orders, listed buildings, conservation, flood plains and other planning constraints. * Property account page linked to LLPG returns, refuse collection, Council tax data and 'find my nearest' school, library and recycling point., * Interactive mapping of information from the 2001 census.		
G6 Sharing of Trading Standards data between councils for business planning and enforcement purposes.	Red 01/04/2005	Red 01/04/2005	Green 31/03/2006
	Comment: Trading Standards is a County function and they are currently tendering for a new regional web site to facilitate information sharing. SCDC anticipate being able to use this facility.		
G7 Use of technology to integrate planning, regulation and licensing functions (including Entertainment Licensing and Liquor Licensing) in order to improve policy and decision-making processes around the prevention of anti-social behaviour.	Amber 01/07/2004	Amber 01/07/2004	Green 31/03/2006
	Comment: A new licensing system has been implemented and the existing planning systems are being enhanced. Our intention is to integrate the licensing and planning systems to the LLPG so that individual properties are identified in a consistent way, This will provided facilities to track regulatory activity for properties and areas to aid the decision making process.		
If already 'green' on R7, R8, G5, G6 & G7 above please comment on E4 Agreed baseline and targets for take-up of planning and regulatory services online, including targets for customer satisfaction and efficiency savings. Otherwise you may leave this row blank.	Comment:		
R9 Appropriate online e-procurement solutions in place, including as a minimum paperless ordering, invoicing and payment.	Amber 01/10/2004	Amber 01/10/2004	Green 31/03/2006
	Comment: The completion date is an aspiration which it may not be possible to achieve as the timescale is very tight to implement a radically different approach to procurement across the whole Council. A pilot system for e-purchasing within the Financial Management System is scheduled for implementation by 31/12/05. BACS e-payments for creditors are also being implemented and is scheduled for completion by 31/12/05.		
G8 Establishment of a single business account (i.e. a cross-departmental 'account' run by the local authority whereby businesses are allocated a unique identifier that can be stored and managed via a corporate CRM account facility supporting face-to-face, website and contact centre transactions).	Amber 01/04/2005	Amber 01/04/2005	Green 31/03/2006
	Comment: Being discussed with County in relation to the CRM at the Contact Centre as this is a focal point for customer contact. Additional modules are also being implemented to web enable the Revenues & Benefits system and this includes creating a single user account which spans Business Rates, Council Tax, Benefits and Sundry Debtors.		

Outcome And Transformation Area Description	Current Status	Anticipated status at 31/12/2005	Anticipated status at 31/03/2006
G9 Regional co-operation on e-procurement between local councils.	Amber 01/04/2005	Amber 01/04/2005	Green 31/03/2006
	Comment: We are actively engaged with the Regional Centre of Excellence and participate in the Cambridgeshire Procurement Group (CPG) which includes County and Districts. These enable us to explore opportunities for the Authorities to participate in collaborative developments.		
If already 'green' on R9, G8 & G9 above please comment on	Comment: See G9 comment.		
E5 Access to virtual e-procurement 'marketplace';			
E6 Inclusion of Small and Medium Enterprises (SMEs) in e-procurement programme, in order to promote the advantages of e-procurement to local suppliers and retain economic development benefits within local community;	Comment: Purchasing policies currently consider the need to encourage local SME suppliers but the implementation of e-Procurement may limit this in future if SMEs are unable to process electronic transactions.		
E7 Agreed targets (please specify) for efficiency savings by December 2005, including the % of undisputed invoices paid in 30 days (BVPI 8). Otherwise you may leave these rows blank.	Comment: BVPI 8, % of undisputed invoices paid within 30 days. 2004/05 Actual 92.42% against a target of 100%. 2005/06 Target 100%. Payment of invoices by BACS-IP is planned as a more efficient payment method.		
R10 Online facilities to be available to allow payments to the council in ways that engender public trust and confidence in local government electronic payment solutions (e.g. email receipting/proof of payment, supply of automatic transaction ID numbers).	Amber 01/01/2005	Green 31/12/2005	Green 31/12/2005
	Comment: A new Income Management system, including e-payments, is currently being implemented.		
R11 Delivery of 'added value' around online payment facilities, including ability to check Council Tax and Business Rate balances online or via touch tone telephone dialling.	Green 01/04/2002	Green 01/04/2002	Green 01/04/2002
	Comment: An automated telephone payments system is in place and this will be complemented by the implementation of web payments and web access for Revenues & Benefits information.		
G10 Demonstration of efficiency savings and improved collection rates from implementation of e-payments.	Red 01/01/2005	Amber 31/12/2005	Amber 31/12/2005
	Comment: The current focus is on service improvement through providing services by various means and channels to meet customer needs. Efficiency savings and the impact on collection rates will start to be measured when the new Income Management system has been fully implemented and the Revenues & Benefits and other applications have been web enabled.		
G11 Registration for Council Tax and Business Rates e-billing for Direct Debit payers.	Amber 01/03/2005	Amber 01/03/2005	Green 31/03/2006
	Comment: Implementation of e-billing is planned as an extension of the Revenues system web enabling.		
If already 'green' on R10, R11, G10 & G11 above please comment on	Comment: Not applicable as SCDC does not have any car parks for which charges are levied.		
E8 Provision of facilities for making credit or debit card payments via SMS text message for parking fines (mobile phone).			
E9 Adoption of smart cards as standard for stored payments (e.g. replacing swipe cards).	Comment:		
E10 Agreed baseline and targets for reductions in unit costs of payment transactions. Otherwise you may leave these rows blank.	Comment:		

Outcome And Transformation Area Description	Current Status	Anticipated status at 31/12/2005	Anticipated status at 31/03/2006
R12 Online renewal and reservations of library books and catalogue search facilities.	Green 01/04/2002	Green 01/04/2002	Green 01/04/2002
	Comment: Not applicable as this is a County function; but it is accessible through links on the SCDC website, a County-wide A-Z facility and a shared Portal.		
R13 Online booking of sports and leisure facilities, including both direct and contracted-out operations.	Red 01/04/2006	Red 01/04/2006	Red 01/04/2006
	Comment: Not applicable as SCDC do not own any sports or leisure facilities, other than Milton Country Park which does not have any booking requirement.		
G12 Integrated ICT infrastructure and support to ensure the consistent delivery of services across all access channels (e.g. web, telephone, face to face) based on e-enabled back offices and smart card interfaces for council library, sports and leisure services.	Green 31/12/2004	Green 31/12/2004	Green 31/12/2004
	Comment: The SCDC network integrates with the County-wide CCN broadband network to provide links to the Contact Centre, access to back office systems, and connections to other shared facilities and community access points. As we use the County Contact Centre the infrastructure is common. A smart card facility is also being considered in conjunction with the County. Where the back office systems are not all fully e-enabled they are being upgraded to provide web facilities and CRM integration.		
If already 'green' on R12, R13 & G12 above please comment on E11 Agreed baseline and targets for take-up of library, sports & leisure services online, including targets for customer satisfaction and efficiency savings. Otherwise you may leave this row blank.	Comment:		
R14 Online facilities to be available to allow the public to inspect local public transport timetables and information via available providing organisation, including links to 'live' systems for interactive journey planning.	Green 01/04/2002	Green 01/04/2002	Green 01/04/2002
	Comment: Not applicable as transport is a County function; but information is accessible through links on the SCDC website, a County-wide A-Z facility and a shared Portal.		
R15 Online public e-consultation facilities for new proposals on traffic management (e.g. controlled parking zones (CPZs), traffic calming schemes), including publication of consultation survey results.	Green 01/04/2002	Green 01/04/2002	Green 01/04/2002
	Comment: Not applicable as this is a County function; but it is accessible through links on the SCDC website, a County-wide A-Z facility and a shared Portal.		
G13 E-forms for parking "contravention mitigation" (i.e. appeal against the issue of a penalty charge notice), including email notification of form receipt and appeal procedures.	Green 01/04/2002	Green 01/04/2002	Green 01/04/2002
	Comment: Not applicable as SCDC does not operate any car parks for which payment is taken at present. For County services links from the SCDC website are provided by a County-wide A-Z facility and through the shared Portal.		
G14 GIS-based presentation of information on roadworks in the local area, including contact details and updated daily.	Green 01/04/2002	Green 01/04/2002	Green 01/04/2002
	Comment: Not applicable as this is a County function; but it is accessible through links on the SCDC website, a County-wide A-Z facility and a shared Portal.		

Outcome And Transformation Area Description	Current Status	Anticipated status at 31/12/2005	Anticipated status at 31/03/2006
<p>If already 'green' on R14, R15, G13 & G14 above please comment on</p> <p>E12 Agreed baseline and targets for customer satisfaction and efficiency savings.</p> <p>Otherwise you may leave this row blank.</p>	Comment: Not applicable in relation to R14 to G14		
<p>R16 E-enabled "one stop" resolution of Housing & Council Tax Benefit enquiries via telephone, contact centres, or via one stop shops using workflow tools and CRM software to provide information at all appropriate locations and enable electronic working from front to back office.</p>	Green 31/03/2005	Green 31/03/2005	Green 31/03/2005
	Comment: Already available at a basic level. The Contact Centre deals with telephone enquiries. Cambourne and Cambridge offices deal with face to face enquiries. Improvement of the integration between the Contact Centre CRM and back office applications is planned to make it more effective and efficient.		
<p>R17 Online facilities to be available to allow citizens or their agents to check their eligibility for and calculate their entitlement to Housing & Council Tax Benefit and to download and print relevant claim forms.</p>	Amber 01/04/2005	Amber 01/04/2005	Green 31/03/2006
	Comment: The SCDC website contains information which can be used to make a quick estimate of benefit entitlement in summary form. More detailed calculation facilities and the ability to complete a form on-line are part of the scheduled implementation of e-Benefits. However, technical problems faced by the system supplier coupled with internal resource limits have delayed implementation until to early 2006.		
<p>G15 Mobile office service using technology to offer processing of Council Tax and Housing Benefit claims directly from citizens homes.</p>	Green 30/06/2004	Green 30/06/2004	Green 30/06/2004
	Comment: Home visiting officers provide a service in citizen's homes using a laptop to capture information and calculate benefit. Proofs of identity are validated and electronically copied at the same time and subsequently loaded into the DIP system.		
<p>If already 'green' on R16, R17 & G15 above please comment on</p> <p>E13 Agreed baseline and targets for turnaround in processing of Council Tax and Housing Benefit claims (BVPI 78) and renewals.</p>	Comment: BVPI 78a. Average days to process new benefits claims. 2004/05 Actual 28.3 against a target of 27 2005/06 target 27. BVPI 78b. Average days to process new benefits changes. 2004/05 Actual 7.3 against a target of 7 2005/06 target 7.		
<p>E14 Pre-qualification of Council Tax and Housing Benefit claimants for other eligible entitlements (e.g. school uniform grants, free school meals), including pre-filling of relevant claim forms.</p> <p>Otherwise you may leave these rows blank.</p>	Comment: Requires discussion with County.		
<p>R18 Comprehensive and dedicated information about access to local care services available over the web and telephone contact centres.</p>	Green 01/04/2004	Green 01/04/2004	Green 01/04/2004
	Comment: SCDC provides an information service for the homeless by telephone and on the website. Other services are provided by or through the County and information is accessible from links on the SCDC website, a County-wide A-Z facility and a shared Portal.		
<p>R19 Remote web access or mediated access via telephone (including outside of standard working hours availability) for authorised officers to information about individual 'care packages', including payments, requests for service and review dates.</p>	Red 01/04/2006	Red 01/04/2006	Red 01/04/2006
	Comment: Not applicable as this is a County function.		

Outcome And Transformation Area Description	Current Status	Anticipated status at 31/12/2005	Anticipated status at 31/03/2006
G16 Systems to support joined-up working on children at risk across multiple agencies.	Red 01/04/2006	Red 01/04/2006	Red 01/04/2006
	Comment: Not applicable as it is a County function. SCDC does not manage the systems or processes but does work with the Children and Young Peoples Strategic Partnership to address any relevant issues that arise.		
G17 Joint assessments of the needs of vulnerable people (children and adults), using mobile technology to support workers in the field.	Red 01/04/2006	Red 01/04/2006	Red 01/04/2006
	Comment: Not applicable as this is a County function.		
If already 'green' on R18, R19, G16 & G17 above please comment on E15 Agreed baseline and targets for customer satisfaction, including improvement in numbers of users/carers who said that they got help quickly (BVPI 57). Otherwise you may leave this row blank.	Comment: BVPI 57 is not applicable to SCDC.		
R20 Email and Internet access provided for all Members and staff that establish a need for it.	Green 01/04/2002	Green 01/04/2002	Green 01/04/2002
	Comment: Available to all SCDC staff and Members.		
R21 ICT support and documented policy for home/remote working (teleworking) for council members and staff.	Green 31/12/2003	Green 31/12/2003	Green 31/12/2003
	Comment: ICT help desk support is available 24x7 for staff and Members. Policy document is available on the Intranet.		
R22 Access to home/remote working facilities to all council members and staff that satisfy the requirements set by the Council's published home/remote working policy.	Green 31/12/2003	Green 31/12/2003	Green 31/12/2003
	Comment: Access to facilities is available where required and the policy document is available on the Intranet.		
G18 Establishment of e-skills training programme for council members and staff with recognised basic level of attainment (e.g. European Computer Driving Licence, British Computer Society Qualification "e-Citizen").	Green 01/04/2002	Green 01/04/2002	Green 01/04/2002
	Comment: Training for PC Office products is available to all staff and members as required. Training is provided by a local specialist provider and the course schedules are published on the intranet. More specialised training for specific applications and functions is available where necessary. ECDL is being considered to establish where it would be appropriate and how it could be used.		
If already 'green' on R20, R21, R22 & G18 above please comment on E16 Agreed targets for baseline and efficiency savings arising from the introduction of new ways of working. Otherwise you may leave this row blank.	Comment: To be considered when web based access facilities have been implemented and the impact and benefits can be evaluated.		
R23 Self-service or mediated access to all council services outside standard working hours via the Internet or telephone contact centres (i.e. available for extended hours outside of 9am-5pm Monday to Friday).	Amber 01/01/2005	Green 31/12/2005	Green 31/12/2005
	Comment: Information on the internet is available at all times and new transactional facilities are being implemented where appropriate. The automated telephone payments system is available at all times. The Contact Centre operates 12 hours a day six days a week.		

Outcome And Transformation Area Description	Current Status	Anticipated status at 31/12/2005	Anticipated status at 31/03/2006
R24 Implementation of a content management system (CMS) to facilitate devolved web content creation and website management.	Green 30/09/2005	Green 30/09/2005	Green 30/09/2005
Comment: A new CMS has been implemented for the internet website. The intranet is also now being converted to the CMS for compatibility and efficiency as the CMS can publish information to the internet and/or intranet as required, thus avoiding any duplication of data or effort.			
G19 Adoption of ISO 15489 methodology for Electronic Document Records Management (ERDM) and identification of areas where current records management policies, procedures and systems need improvement to meet the requirements of Freedom of Information (FOI) and Data Protection legislation (see www.pro.gov.uk/about/foi/map-local.rtf).	Amber 01/04/2002	Amber 01/04/2002	Green 31/03/2006
Comment: Work is progressing on the implementation of a corporate Document Image Processing (DIP) and Workflow system. DIP and workflow, for request tracking, a web based publication scheme and an e-mail archiving system have been implemented to support and manage FOI and Data Protection requests. The requirements, impact and benefits of being ISO15489 compliant will be considered.			
G20 Conformance with level AA of W3C Web Accessibility Initiative (WAI) standards on website accessibility (see www.w3.org/WAI).	Green 30/10/2005	Green 30/10/2005	Green 30/10/2005
Comment: Included with the new CMS website implementation.			
G21 Compliance with Government Interoperability Framework (e-GIF), including the Government Metadata Standard (e-GMS) (see www.egifcompliance.org & www.govtalk.gov.uk).	Amber 01/04/2002	Green 31/12/2005	Green 31/12/2005
Comment: All new systems are packages for which the suppliers claim e-GIF and e-GMS compliance where appropriate. Legacy systems, which are not compliant, are being replaced.			
If already 'green' on R23, R24, G19, G20 & G21 above please comment on E17 Agreed baseline and targets for efficiency savings based around improved accessibility of services and information. Otherwise you may leave this row blank.	Comment: See Section 6 of this document.		
R25 Online publication of Internet service standards, including past performance and commitments on service availability.	Green 30/09/2005	Green 30/09/2005	Green 30/09/2005
Comment: Standards will be reviewed and performance published when the new CMS has been implemented.			
R26 Monitoring of performance of corporate website, or regional web portal, between 2003/04 and 2005/06 in order to demonstrate rising and sustained use, as measured by industry standards including page impressions and unique users.	Green 01/07/2005	Green 01/07/2005	Green 01/07/2005
Comment: The Nielsen//NetRatings service, supported by Socitm, is being used to provide website access and usage statistics.			
G22 Establishment of internal targets and measures for customer take-up of e-enabled access channels.	Amber 01/04/2005	Amber 01/04/2005	Green 31/03/2006
Comment: Will follow implementation of the transactional web facilities.			
G23 Adoption of recognised guidelines for usability of website design (see www.laws-project.org.uk).	Green 30/09/2005	Green 30/09/2005	Green 30/09/2005
Comment: The guidelines have been incorporated in the website re-design as part of the CMS implementation. Therefore the navigation is structured according to the Local Government Category List and it aims to be intuitive, efficient, easy, enjoyable and consistent.			

Outcome And Transformation Area Description	Current Status	Anticipated status at 31/12/2005	Anticipated status at 31/03/2006
<p>If already 'green' on R25, R26, G22 & G23 above please comment on</p> <p>E18 Agreed baseline and take-up targets for migration of local authority business to e-access channels (e.g. web, telephone contact centres, Interactive Digital TV, mobile telephone) by 2005/06, including efficiency savings.</p> <p>Otherwise you may leave this row blank.</p>	Comment:		
<p>R27 Systems in place to ensure effective and consistent customer relationship management across access channels and to provide a 'first time fix' for citizen and business enquiries, i.e. using a common database, which holds customers records, to deliver services across different channels, and enabling joined-up and automated service delivery.</p>	Amber 01/06/2004	Green 31/12/2005	Green 31/12/2005
	Comment: The Contact Centre and CRM will provide this facility, which will be enhanced by the implementation of a new more functional version of the CRM during 2005.		
<p>R28 All email and web form acknowledgements to include unique reference number allocated to allow tracking of enquiry and service response.</p>	Green 30/09/2005	Green 30/09/2005	Green 30/09/2005
	Comment: Implemented for items which require a response, including Fol requests, complaints and complements and some correspondence.		
<p>R29 100% of email enquiries from the public responded to within one working day, with documented corporate performance standards for both email acknowledgements and service replies.</p>	Green 30/09/2005	Green 30/09/2005	Green 30/09/2005
	Comment: Implemented for items which require a response. Where there are existing service standards in place they continue to be responded to in terms of the existing standard, which have been reviewed as part of our 'customer first' initiative.		
<p>G24 Integration of customer relationship management systems with back office activity through use of enabling technology such as Workflow to create complete automation of business process management.</p>	Amber 01/06/2004	Amber 01/06/2004	Green 31/03/2006
	Comment: The Contact Centre has been established but additional work is required to integrate the CRM with back office systems. To minimise the work required and maintenance effort, our plan is to achieve this using xml and http messages created by the web functions to pass data between the CRM and back office applications and will be introduced as part of the web enabling process.		
<p>G25 Facilities to support the single notification of a change of address, i.e. a citizen should only have to tell the council they have moved on one occasion and the council should then be able to update all records relating to that person to include the new address.</p>	Green 30/06/2003	Green 30/06/2003	Green 30/06/2003
	Comment: A process using a web link to lamMoving.com (a widely used commercial facility) provides a single point of contact for address change and the information is shared corporately. The Contact Centre also takes address change details which are shared corporately.		
<p>If already 'green' on R27, R28, R29, G24 & G25 above please comment on</p> <p>E19 Agreed baseline and improvement targets for the percentage of public enquiries about council services resolved at first point of contact and efficiency savings resulting from investment in customer relationship management and workflow technology.</p> <p>Otherwise you may leave this row blank.</p>	Comment: SCDC plan to use the CRM and associated technology to capture these measures.		

Section 2 - Change Management (self-assessment)

Authorities are asked to provide information on advisory good practice outcomes relating to the internal organisation and management practices of the council that are required to help deliver the people, systems and service management changes necessary for e-government. Information supplied here will be used to inform national policy, but does not fall within the remit of the December 2005 target.

Change Management Area	Current Status	Anticipated status at 31/12/2005	Anticipated status at 31/03/2006
<ul style="list-style-type: none"> Appointment of people to the following key local e-government functions in your Council (see http://www.idea-knowledge.gov.uk/idk/aio//206757): 			
i) Member & officer e-champions	Green 01/07/2001	Green 01/07/2001	Green 01/07/2001
	Comment: Officer e-Champion: Greg Harlock, Finance & Resources Director Member e-Champion, Portfolio Holder, Information and Customer Services		
ii) e-government programme manager	Green 01/06/2001	Green 01/06/2001	Green 01/06/2001
	Comment: Geoff Sissons, Applications & Information Manager (ICT)		
iii) customer services management	Green 01/06/2004	Green 01/06/2004	Green 01/06/2004
	Comment: This responsibility is shared among a number of senior officers in the business areas.		
<ul style="list-style-type: none"> Inclusion of competency development of the above key functions and training for staff affected by e-Government projects, within the Council's workforce development planning (for more information about the e-capacity Building Programme see http://www.lamip.org/MicroSites/eCapacityBuilding/Pages/TemplateUser.aspx?PageType=StandardContent&XSL=standardcontent&Key=1) 	Green 31/03/2005	Green 31/03/2005	Green 31/03/2005
	Comment:		
<ul style="list-style-type: none"> Establishment of an e-delivery programme board 	Green 01/06/2001	Green 01/06/2001	Green 01/06/2001
	Comment: Owner: Steve Rayment, Assistant Director (ICT)		
<ul style="list-style-type: none"> Use of formalised programme & project management methodologies (e.g. PRINCE2, MSP) to support e-delivery programme 	Green 01/07/2003	Green 01/07/2003	Green 01/07/2003
	Comment: Owner: Geoff Sissons, Applications & Information Manager (ICT)		
<ul style="list-style-type: none"> Documentation/agreement of corporate risk management strategy for roll-out of local e-government, including regular review of risk mitigation measures 	Green 01/07/2003	Green 01/07/2003	Green 01/07/2003
	Comment: Owner: Greg Harlock, Finance & Resources Director		
<ul style="list-style-type: none"> Use of customer consultation/research to inform development of corporate e-government strategy 	Green 01/11/2001	Green 01/11/2001	Green 01/11/2001
	Comment: County Wide Mori e-Government Survey is used.		






Change Management Area	Current Status	Anticipated status at 31/12/2005	Anticipated status at 31/03/2006
<ul style="list-style-type: none"> Establishment of policy for addressing social inclusion within corporate e-government strategy 	Amber 01/06/2005	Amber 01/06/2005	Green 31/03/2006
Comment: SCDC are working with the County on developing an e-learning strategy that will cover a number of social inclusion issues. Practical measures to deal with social inclusion include establishing community access points with PCs, e-mail and internet access in a variety of community spaces such as village halls and Sheltered Housing schemes. This is in addition to PCs being installed by the County in local libraries and schools.			
<ul style="list-style-type: none"> Identification of the specific needs of the most disadvantaged groups and exploring how Information Communication Technologies (ICT) can help to address these needs (see http://www.socialinclusion.gov.uk/page.asp?id=583) 	Red 01/04/2006	Red 01/04/2006	Red 01/04/2006
Comment: Requirements need to be considered.			
<ul style="list-style-type: none"> Appointment of officer(s) to lead on corporate governance of information assets and information legislation (e.g. Freedom of Information Act), including information sharing and data quality audit procedures 	Green 01/01/2002	Green 01/01/2002	Green 01/01/2002
Comment: Shared between Information Management Officer role in ICT and Head of Legal Services			
<ul style="list-style-type: none"> Establishment of Public Services Trust Charter re the use of personal information collected to deliver improved services, including data sharing protocol framework (see http://www.dca.gov.uk/foi/sharing/toolkit/lawguide.pdf & http://www.govtalk.gov.uk/documents/eTrustguidegovtalk.rtf) and designation of an Information Sharing Officer 	Red 01/04/2006	Red 01/04/2006	Red 01/04/2006
Comment: To be considered.			
<ul style="list-style-type: none"> Establishment of partnerships for the joint (aggregated) procurement of broadband services 	Green 01/05/2004	Green 01/05/2004	Green 01/05/2004
Comment: SCDC is sharing use of a County broadband infrastructure created to link Local Authorities in Cambridgeshire. SCDC, East of England Development Agency and a telecommunications supplier successfully worked together to make broadband services are available throughout the District. The project is now complete.			
<ul style="list-style-type: none"> Engagement with intermediaries re addressing issues of take up and efficiency in the delivery of e-government services (e.g. Citizens Advice Bureaux) and including intermediaries component of Government Connect (see http://www.govtalk.gov.uk/documents/intermediaries_policy_document.pdf & http://www.govconnect.gov.uk/ccm/portal) 	Red 01/04/2006	Red 01/04/2006	Red 01/04/2006
Comment: To be considered.			
<ul style="list-style-type: none"> Compliance with BS 7799 on information security management 	Green 01/03/2002	Green 01/03/2002	Green 01/03/2002
Comment: Serco, who support SCDC's infrastructure, are contracted to provide a service that conforms to BS7799.			
<ul style="list-style-type: none"> Implementation of Benefits Realisation Plan for delivery of local e-government programme strategic objectives 	Red 01/04/2006	Red 01/04/2006	Red 01/04/2006
Comment: To be considered.			
<ul style="list-style-type: none"> Completion of mapping of Local Government Services List transactions against approved security levels (0-3) (see http://www.esd.org.uk/standards/lgs/lgs.doc & http://www.authentication.org.uk/levels.asp & http://e-government.cabinetoffice.gov.uk/assetRoot/04/00/22/40/04002240.doc) 	Red 01/12/2004	Red 01/12/2004	Green 31/03/2006
Comment: LGSL list is being extended to include this and SCDC will utilise this standard when it is available.			

Change Management Area	Current Status	Anticipated status at 31/12/2005	Anticipated status at 31/03/2006
<ul style="list-style-type: none"> Planned compliance to HMG Security and authentication frameworks through commitment to citizen, employee and volunteer account registration in Government Connect (see http://www.govconnect.gov.uk/ccm/portal) 	Red 31/12/2005	Red 31/12/2005	Amber 31/03/2006
Comment: SCDC will seek to comply with these policies where it is practical to do so.			
<ul style="list-style-type: none"> Compliance with an independent trust scheme approval process designed to provide assurance for individuals and companies using or relying upon e-business transactions (see www.tscheme.org) and which will work with Government Connect (see http://www.govconnect.gov.uk/ccm/portal/) 	Red 31/12/2005	Red 31/12/2005	Amber 31/03/2006
Comment: For e-payments SCDC uses a BACS-IP service from a reputable third party service provider. For e-procurement payments the requirements are still being established.			
<ul style="list-style-type: none"> Use of Government Connect (see http://www.govconnect.gov.uk/ccm/portal/) to support: <ul style="list-style-type: none"> i) personalisation & registration for services categorised at security levels '0' and '1' through the citizen account ii) adoption of Unique IDentifiers (UIDs) and associated standards, as designated in Government Connect iii) the bereavement journey & closing of accounts (see http://www.cabinetoffice.gov.uk/regulation/pst/projects/mad/bereave.asp) iv) citizen & business authentication for services for services categorised at security levels 0-3 v) registration & authentication of employees for internal and cross-agency services vi) corporate approach to collection of e-payments vii) cross agency secure transactions (Government to Government) viii) account structures for citizens, businesses, property, voluntary & community bodies, schools and parishes ix) common XML schema and frameworks for performance management, Local Strategic Partnerships and Local Area Agreements (where in place) x) GC Register (see http://www.govconnect.gov.uk/ccm/woss-demo/the-programme.en) xi) GC Exchange (see http://www.govconnect.gov.uk/ccm/woss-demo/the-programme.en) 			
	Red 01/04/2006	Red 01/04/2006	Red 01/04/2006
Comment: To be considered.			
	Red 01/04/2006	Red 01/04/2006	Red 01/04/2006
Comment: To be considered.			
	Red 01/04/2006	Red 01/04/2006	Red 01/04/2006
Comment: To be considered, although burials are more likely to be covered by County.			
	Red 01/04/2006	Red 01/04/2006	Red 01/04/2006
Comment: To be considered.			
	Red 01/04/2006	Red 01/04/2006	Red 01/04/2006
Comment: To be considered.			
	Red 01/04/2006	Red 01/04/2006	Red 01/04/2006
Comment: All payments come through the Income Management system so conform to a corporate standard.			
	Red 01/04/2006	Red 01/04/2006	Red 01/04/2006
Comment: To be considered.			
	Red 01/04/2006	Red 01/04/2006	Red 01/04/2006
Comment: To be considered.			
	Red 01/04/2006	Red 01/04/2006	Red 01/04/2006
Comment: Not planned at present			
	Red 01/04/2006	Red 01/04/2006	Red 01/04/2006
Comment: To be considered.			
	Red 01/04/2006	Red 01/04/2006	Red 01/04/2006
Comment: To be considered.			

Change Management Area	Current Status	Anticipated status at 31/12/2005	Anticipated status at 31/03/2006
<ul style="list-style-type: none"> Government Connect (see http://www.govconnect.gov.uk/ccm/portal/) back office connection in place (Department Interface Server) 	Red 01/04/2006	Red 01/04/2006	Red 01/04/2006
Comment: To be considered.			
<ul style="list-style-type: none"> Enable Directgov (see www.direct.gov.uk) to deeplink into service pages on local authority websites, by providing & maintaining URL data, based on Local Government Service & Interaction lists, standard schemas and formats, as directed by the Local Directgov programme (see http://www.localgov.gov.uk/localdirectgov/ieg5) 	Amber 01/11/2005	Amber 01/11/2005	Amber 01/11/2005
Comment: Local DirectGov data requirements are being evaluated to see how they can be met.			
<ul style="list-style-type: none"> Reciprocal connection to Directgov (see http://www.direct.gov.uk) from corporate website and partnership portal(s) 	Green 01/04/2004	Green 01/04/2004	Green 01/04/2004
Comment: Link on website home page.			
<ul style="list-style-type: none"> Introduction of Digital Interactive TV services (see http://www.digitv.org.uk) 	Red 01/04/2006	Red 01/04/2006	Red 01/04/2006
Comment: To be considered.			
<ul style="list-style-type: none"> Establishment of dedicated telephone contact centre(s) services 	Green 01/04/2005	Green 01/04/2005	Green 01/04/2005
Comment: Shared with the County Council			
<ul style="list-style-type: none"> Compliance with Freedom of Information Act 2000, including responding to requests for information from individuals within a reasonable time period (see http://www.lcd.gov.uk/foi/foidpunit.htm & http://www.pro.gov.uk/recordsmanagement/access/default.htm) 	Green 01/01/2005	Green 01/01/2005	Green 01/01/2005
Comment: Includes a process to manage information requests, a tracking system to ensure that they are dealt with in the prescribed timescale and e-mail archiving to improve searching facilities.			
<ul style="list-style-type: none"> Regularly-maintained link from Local Land & Property Gazetteer (LLPG) to National Land & Property Gazetteer (NLPG) (see http://www.nlpg.org.uk) 	Green 01/11/2003	Green 01/11/2003	Green 01/11/2003
Comment:			
<ul style="list-style-type: none"> Local Land & Property Gazetteer (LLPG) linked to Customer Relationship Management (CRM) systems 	Green 01/04/2005	Green 01/04/2005	Green 01/04/2005
Comment: The CRM maintains a local gazetteer which is fed with data from the LLPgs of the participating Local Authorities. A more dynamic process could improve integration and this is being discussed with County who run the Contact Centre			
<ul style="list-style-type: none"> Connection to National Land Information Service (NLIS) at Level 3 (see http://www.nlis.org.uk) 	Amber 01/02/2005	Amber 01/02/2005	Green 31/03/2006
Comment: Connected to NLIS at level 2 in April 2005. Connection at level 3 will not be possible before end of March 2006, but that is an aspiration rather than a fixed target. The primary reason is a shortage of resources to complete all the necessary data capture work. There will also be a need to transfer data to a new system and to have County input to the process.			
<ul style="list-style-type: none"> Introduction and maintenance of an online service directory for Children's services for professionals working with children & young people, and allowing public access where possible (for further information see http://www.dfes.gov.uk/isa) 	Amber 31/03/2005	Green 31/12/2005	Green 31/12/2005
Comment: Not applicable to SCDC but public access is facilitated by links to the County website thorough a common A-Z facility and a shared Portal.			

Section 3 - BVPI 157

Councils are asked to complete the following table using the definition of Best Value Performance Indicator (BVPI) 157 for Electronic Service Delivery (Corporate). You are required to validate your local list of interactions against Version 2.01 of the Local Government Services List (LGSL) developed by local authority members of the esd-toolkit (www.esd-toolkit.org). All totals and percentages shown should be cumulative.

BVPI 157 Interaction Type	Forecast average IEG4.5 % e-enabled position at 31 December 2005	Actual				Forecast
		01/02 	02/03 	03/04 	04/05 	05/06 
Providing information: • Total types of interaction e-enabled • % e-enabled	99 %	• 29 • 36.71 %	• 48 • 60.76 %	• 58 • 73.42 %	• 69 • 87.34 %	• 79 • 100.00 %
Collecting revenue: • Total types of interaction e-enabled • % e-enabled	97 %	• 0 • 0.00 %	• 1 • 9.09 %	• 2 • 18.18 %	• 3 • 27.27 %	• 11 • 100.00 %
Providing benefits & grants: • Total types of interaction e-enabled • % e-enabled	96 %	• 0 •	• 0 •	• 0 •	• 0 •	• 0 •
Consultation: • Total types of interaction e-enabled • % e-enabled	97 %	• 6 • 27.27 %	• 11 • 50.00 %	• 15 • 68.18 %	• 20 • 90.91 %	• 22 • 100.00 %
Regulation (such as issuing licenses): • Total types of interaction e-enabled • % e-enabled	94 %	• 0 • 0.00 %	• 0 • 0.00 %	• 0 • 0.00 %	• 5 • 71.43 %	• 7 • 100.00 %
Applications for services: • Total types of interaction e-enabled • % e-enabled	97 %	• 3 • 8.33 %	• 7 • 19.44 %	• 17 • 47.22 %	• 25 • 69.44 %	• 36 • 100.00 %
Booking venues, resources & courses: • Total types of interaction e-enabled • % e-enabled	93 %	• 0 • 0.00 %	• 2 • 100.00 %	• 2 • 100.00 %	• 2 • 100.00 %	• 2 • 100.00 %
Paying for goods & services: • Total types of interaction e-enabled • % e-enabled	95 %	• 2 • 14.29 %	• 2 • 14.29 %	• 4 • 28.57 %	• 5 • 35.71 %	• 14 • 100.00 %
Providing access to community, professional or business networks: • Total types of interaction e-enabled • % e-enabled	97 %	• 13 • 44.83 %	• 19 • 65.52 %	• 25 • 86.21 %	• 28 • 96.55 %	• 29 • 100.00 %
Procurement: • Total types of interaction e-enabled • % e-enabled	95 %	• 0 • 0.00 %	• 0 • 0.00 %	• 1 • 50.00 %	• 1 • 50.00 %	• 2 • 100.00 %
Total: • Total types of interaction e-enabled • % e-enabled	98 %	• 53 • 26.24 %	• 90 • 44.55 %	• 124 • 61.39 %	• 158 • 78.22 %	• 202 • 100.00 %

Section 4 - Access Channel Take-Up

In order to demonstrate public take-up of the main e-access channels that you are investing in, you are asked to complete the table below detailing actual and forecast figures for numbers of e-enabled payment transactions and change of address notifications. Planning authorities should also complete the Local Service Website line for planning applications. It is important that e-access channel investment and rollout also facilitates accompanying improvements in the corporate management capability required to monitor and collect such statistics. Click on the light bulb icons for industry definitions of page impressions and unique users.

	Actual		Forecast		
E-enablement & Main E-Access Channel Take-Up	03/04	04/05	05/06	06/07	07/08
Local Service Websites					
• Page impressions (annual)	3,742,000	3,566,000	4,000,000	45,000,000	5,000,000
• Unique users, i.e. separate individuals visiting website (annual)	122,000	146,000	150,000	200,000	250,000
• Number of e-enabled payment transactions accepted via website	0	0	1,000	2,000	3,000
• Number of change of address notifications accepted via website	0	100	150	200	300
• Number of planning applications accepted via website (including through the Planning Portal)	0	0	40	80	150
	Comment: Payment transactions: Web payments are being introduced during 2005 and it is thought likely that use will gradually increase overall. For some types of transaction web payments are expected to become dominant but for others because of the nature of the payments and alternatives available (e.g. Council Tax is mainly paid by direct debit) a large increase in web payments is not expected. Change of Address: Web notifications are currently accepted but take up is still very low. Implementing additional web forms may improve this.				
Telephone (i.e. telephone interactions where officers can access electronic information and/or update records on-line there and then, including interactions in contact centres)					
• Number of e-enabled payment transactions accepted by telephone	16,000	20,000	20,000	20,000	20,000
• Number of change of address notifications accepted via telephone	5,000	7,000	7,000	8,000	8,000
	Comment: Payments are accepted via an Automated Telephone Payments (ATP) system, which is well used. A desktop extension of the ATP is used to take payments at the Contact Centre and approximately 30% of the transactions in this category are received in this way. Electronic payments overall are expected to increase but probably favouring web payments with use of the ATP remaining stable. Change of address notifications by telephone are processed in the Contact Centre where possible and approximately 40% of the transactions are processed in this way. The ones that require more complex processing or calculations are passed to the back office.				
Face To Face					

	Actual		Forecast		
E-enablement & Main E-Access Channel Take-Up	03/04	04/05	05/06	06/07	07/08
<i>(i.e. front-line operations where officers can access electronic information and/or update records on-line there and then, including interactions at reception desks, One Stop Shops & home visits)</i>					
• Number of e-enabled payment transactions accepted via personal contact	0	0	0	0	0
• Number of change of address notifications accepted via personal contact	0	0	0	0	0
	Comment: e-Payments received and processed by reception and cashiers at Cambourne HQ and Cambridge office are processed through the ATP extension so these transactions are included with the Telephone payments.				
Other Electronic Media <i>(e.g. BACS, text messaging)</i>					
• Number of e-enabled payment transactions accepted via BACS	400,000	400,000	400,000	400,000	400,000
• Number of e-enabled payment transactions accepted via text message or other electronic form	0	0	0	0	0
• Number of change of address notifications accepted via other electronic media	0	0	0	0	0
	Comment: The popularity of this method of payment is because annual charges are usually divided into monthly payments which favours direct debit and bank transactions.				
Non Electronic <i>(e.g. cash office, post)</i>					
• Number of payments accepted by cheque or other non-electronic form	74,000	60,000	58,000	56,000	54,000
• Number of change of address notifications accepted via non-electronic form	5,000	5,000	5,000	4,000	4,000
	Comment: The take up of web based payments and change of address notifications is thought likely to reduce the number of non-electronic payments and notifications.				

Section 5 - Local e-Government Implementation Expenditure

Councils are asked to provide a summary of current and forecast expenditure on implementing electronic government up to 2007/08. This should include the standard elements in the table below and brief commentary on the use of IEG money. For 2005/6 onwards, please include best estimates of revenue and capital expenditure even though the council may not yet have officially approved the budgets. (Please note that implementing e-government expenditure refers to investment designed to e-enable local services and to transform their accessibility, quality and cost-effectiveness in line with the 2005 target. Cyclical spend related to the maintenance of the existing ICT infrastructure should not be included):

Programme Resource	Backward Look (£)		Forward Look (£)		
	01/02 to 03/04	04/05	05/06	06/07	07/08
• IEG capital grant	400,000	350,000	150,000		
	Comment:				
• ODPM Local e-Government Support & Capacity Programme capital grant	0	0	0	0	0
	Comment:				
• your council's nominal pro rata share of ODPM Local e-Government Partnership Programme capital grant allocated in your area	40,000	0	0	0	0
	Comment: SCDC share of County LGOL funding for contributing to the portal metadata standards and applying them to the SCDC website. Half the funding was received in 01/02 and half in 02/03.				
• financial contribution from public-private partnerships	0	0	0	0	0
	Comment:				
• resources being applied from internal revenue and capital budgets to implement e-government	2,960,000	724,000	1,260,000	1,370,000	959,000
	Comment:				
• other resources (e.g. training) (please specify)	18,141	78,609	33,000	0	0
	Comment: EEDA grant to facilitate introduction of broadband access across the District. The project is now complete.				
• ODPM e-Innovations Fund capital grant	0	0	0	0	0
	Comment:				
• financial contributions from other sources of Government funding, such as the Invest to Save Budget (ISB), EU funding	35,460	120,920	51,927	125,000	100,000
	Comment: 2004/05 includes £50,000 grant for meeting the Pendleton Threshold criteria used for ICT developments to improve Planning services. Remainder is funding from the DWP to support Benefits DIP implementation. 2005/06 is final payment received from the DWP for completion of Benefits DIP implementation. 2006/07 is funds from 2005/06 Pendleton grant rolled over and used for further ICT developments Planning. 2007/08 Estimate of possible grant funding.				
TOTAL	3,453,601	1,273,529	1,494,927	1,495,000	1,059,000

Section 6 - Local e-Government Programme Efficiency Gains

The calculation of efficiency gains from local e-government has been designed to align with the approach to measuring achievement against the efficiency gains target set out in the January 2005 Efficiency Technical Note (ETN) for Local Government. Links to listed websites in the table Notes also offer a key source of support in calculating figures.

	Backward Look (£)		Forward Look (£)			
	04/05	05/06	06/07	07/08		
Efficiency Gains	Annual gain	Expected annual gain	Expected annual gain	Expected annual gain	Expected annual gain	..of which cashable
Corporate services, of which:						
• e-recruitment	0	0	0	0	0	0
Comment:						
• e-payments	0	0	0	0	0	0
Comment:						
• corporate services efficiencies not covered above	0	0	0	0	0	0
Comment:						
e-Procurement, of which:						
• Service specific	0	0	0	0	0	0
Comment:						
• Cross-cutting e-procurement efficiencies not covered above	0	0	0	0	0	0
Comment:						
Productive time, of which:						
• Service specific	0	0	0	0	0	0
Comment:						

	Backward Look (£)			Forward Look (£)				
	04/05		05/06		06/07		07/08	
Efficiency Gains	Annual gain	...of which cashable	Expected annual gain	...of which cashable	Expected annual gain	...of which cashable	Expected annual gain	...of which cashable
● Cross-cutting productive time efficiencies not covered above	0	0	0	0	0	0	0	0
Comment:								
Transactions	25,000	0	25,000	0	25,000	0	25,000	0
Comment: Values only include e-Government related AES savings								
Miscellaneous efficiencies not covered above	0	0	0	0	0	0	0	0
Comment:								
TOTAL EFFICIENCY GAINS - GROSS	25,000	0	25,000	0	25,000	0	25,000	0
LESS e-government implementation expenditure	1,273,529		1,494,927		1,495,000		1,059,000	
Comment:								
TOTAL EFFICIENCY GAINS - NET	-1,248,529		-1,469,927		-1,470,000		-1,034,000	

SOUTH CAMBRIDGESHIRE DISTRICT COUNCIL

REPORT TO:	Leader and Cabinet	8 December 2005
AUTHOR/S:	Strategic Officer Group on Traveller Issues	

TRAVELLERS' HOUSING NEEDS SURVEY

Purpose

1. The twin purposes of this report are to advise the Cabinet on:
 - a. emerging official guidance, to be taken into account when preparing the Council's Supplementary Guidance to the Local Development Framework (LDF) on the future provision of Traveller sites.
 - b. the provisional outcomes of the Travellers' Housing Needs Survey, carried out in partnership with other agencies in the Cambridge sub-region.

Effect on Corporate Objectives

2.	Quality, Accessible Services	Traveller Issues have implications for all four corporate objectives, not least 'Quality Village Life'. The Council's Policy on Traveller Issues features a commitment to "engage with Travellers and the local community in order to make available appropriate and authorised traveller sites - identifying suitable additional sites, where necessary, and accommodating the service needs of Travellers, wherever possible".
	Village Life	
	Sustainability	
	Partnership	

Background

3. As part of the new Local Development Framework, the Council needs to produce Supplementary Guidance on the future provision of traveller sites in the district. This needs to be informed by an assessment of Travellers' housing needs, which is itself a statutory obligation under Section 225 of the Housing Act, 2004.
4. The Government has produced draft guidance - specifying key aspects of the Needs Assessment process - and a draft Circular on "Planning for Gypsy and Travellers Sites" (also referred to in this report as 'the Planning Circular'). The Council responded with a robust and detailed constructive critique of this draft Circular last March: this can be found on the Traveller Issues pages of the Council's website under <http://www.scambs.gov.uk/Environment/TravellerIssues/lobbying.htm?showpage=-1>.
5. The LDF Supplementary Guidance has to be produced within a very tight timescale, so much so that officers need to bring to Members attention the provisional approach being taken to meet draft Government guidance, even before those official requirements have been finalised. Consultation with statutory partners on the way forward needs to take place early in the New Year, followed by wider public consultation later next Spring.
6. This report is presented to the Cabinet because the Cabinet took on the responsibility for the Council's strategic approach to Traveller Issues in December 2004. The main

points of the draft guidance are set out in paragraphs 7 – 16, while the headline provisional findings from the Traveller Housing Needs Survey can be found in paragraphs 17 – 21 and the attached **Appendix**. These findings will also help to inform a possible bid from this Council for ODPM funding in 2006-08 for new or refurbished council/housing association-run traveller sites: progress will be reported to next month's Cabinet meeting.

Overview of Official Guidance

7. **Delays:** The official guidance, which has been emerging from the Office of the Deputy Prime Minister (ODPM), has been delayed by a number of months. The guidance takes the form of draft documents with final versions not available at the time of writing this report. (It is understood that the final version can now be expected "in the New Year"). However, it is not feasible to wait for final versions without jeopardising the LDF timetable, particularly since the ODPM has not been able to state definitely when final guidance will be issued.

8. Earlier this year, officers were keen to ensure that – despite this delay with the official guidance - both the requirements of the LDF process and the statutory requirements of the Housing Act could be met. Having sought advice on the wisdom of undertaking the project without waiting for the final official guidance, officers have received a reply from the Government Office for the East that recommended carrying on with the survey:

"given the tight timelines you are working to, this current position on the ODPM guidance would seem to suggest that you continue with the assessment you are undertaking. I have looked at the brief you have prepared and it looks to me to be a comprehensive and thorough approach to the work."

9. **Objectives:** The overall intention of the legislation and subsequent regulations is set out in the draft Circular on "Planning for Gypsy and Traveller Sites":

- a. to increase significantly the number of Gypsy and Traveller sites with planning permission in order to address under provision;
- b. to recognise, protect and facilitate the traditional lifestyle of Gypsies and Travellers; and
- c. to identify and make provision for the resultant land and accommodation requirements.

10. **Assumptions:** There are a number of explicit assumptions within the guidance, which will help to put the research and the subsequent steps in the LDF into context.

- a. **Local Connection:** The guidance specifically rejects the notion of defined local connection. The Needs Assessment guidance requires local authorities to assess the needs *"of gypsies and Travellers residing in or resorting to their district."* The draft Circular on planning for Gypsy and Traveller Sites states that:

"Local planning authorities should not refuse private applications on the grounds that they consider public provision in the area to be adequate, or because alternative accommodation is available elsewhere on the authorities' own sites or because the applicant has no local connection."

- b. Work-related locations: The guidance makes it clear that the location of Gypsy and Travellers sites should reflect their current working patterns rather than be tied to historical work patterns. The draft Circular says:

“There is a need to provide sites, including transit sites, in locations that meet the current working patterns of Gypsies and Travellers. In view of the changes in their work patterns, these may not be the same areas they have located in or frequented in the past.”

- c. Travellers with Access to “Permanent Accommodation”: The draft Needs Assessment guidance makes it clear that the needs of Travellers who occupy permanent housing for some of the year and travel at other times must be included in the needs assessment:

“Seasonal variation in preferences and need should be identified (some Gypsies and Travellers may occupy housing at particular times of year, but have a need for transit sites whilst on the road)”

11. **Use of the research:** The guidance issued by the Government indicates that local Travellers Housing Needs Assessments will be used to inform regional planning which, in turn, will need to be reflected in Local Development Documents (LDDs). The ODPM evidence to a Parliamentary Select Committee explained the process in the following way:

“It is important that Gypsy and Traveller issues are considered regionally as well as locally. There often appear to be regional patterns of movement, and some local authorities fear to make provision or take a lead, as they fear others will not do their fair share.

The new planning system delivers this regional element. Local authorities will undertake a Housing Needs Assessment to assess the need for Gypsy and Traveller accommodation. This will be a statutory requirement on commencement of section 225 of the Housing Act 2004 (amending section 8 of the Housing Act 1985), and will be supported by guidance to be issued in the summer of 2005.

Regional Planning Bodies will have to make an assessment of the regional need for Gypsy and Traveller sites, based upon these Housing Needs Assessments. Strategies for meeting these needs (whether they are for transit sites, permanent residential sites or bricks and mortar housing) will have to be included in Local Housing Strategies.

The Regional Spatial Strategy (RSS) will, in the case of Gypsy and Traveller site provision, translate these housing strategies into pitch numbers allocated to each local authority area in that region. The RSS would normally be subject to an Examination in Public and the Secretary of State would then agree the finalised Strategy.”

12. This Housing Needs Assessment, as part of a sub-regional project, is clearly part of that process. At present, the relevant regional documents have little real content in relation to Travellers policies. The Regional Housing Strategy 2005-10 says:

“The Regional Housing Delivery Group will work with EERA, EEDA and the Government Office for the East of England to develop regional policies based on further research into the accommodation needs of Gypsy and Traveller communities.”

13. The Regional Housing Board Investment Plan for the East of England 2006-8 in its Gypsies and Travellers section says:

"A policy is being developed for inclusion within the East of England plan to provide the strategic framework for the provision of sites. The policy will reflect the RHS and provide a strategic steer for LA's Local Development Documents as well as the wider needs of Gypsies and Travellers."

14. It is therefore clear that the regional dimension is still at a very early stage in its development. The draft guidance anticipates that the incorporation of Local Housing Needs Assessments into the Regional Spatial Strategy, and the subsequent allocation of pitch numbers to local authorities, will not be a purely "mechanical" task. In other words, the pitch numbers might not equal the Local Housing Needs Assessment figure. To quote the draft Planning Circular:

"The Regional Housing Board will take a regional/sub-regional view when determining pitch requirements which will reflect local circumstances (i.e. the need determined in a particular area through the local housing assessment will not necessarily have to match its own assessed need in that area, but the overall totals for the larger region/sub-region will, in much the same way general housing allocations are agreed)".

15. At its meeting on 28 September 2005 the Regional Housing Board noted that not all of the authorities in the region had completed Traveller Housing Needs Surveys and that further work was needed to research needs. They therefore concluded that the identification of specific pitch number for each local authority is a "medium to long term task".

16. **Interim arrangements:** The draft Circular anticipates that it will be some time before the RSS allocates pitch numbers and sets out the role of the Travellers Needs Surveys in the Planning process in the interim. Basically, it asserts that the results of surveys should be one factor that is taken into account in considering planning applications. The relevant text of the draft Circular states:

"In advance of the consideration of new local housing needs assessments at a regional level by the Regional Housing Board and subsequent incorporation into local development documents (LDDs), other means of assessment of need will be necessary.

The early data available from the local housing needs assessment will be one element of a range of information sources that local authorities should consider when assessing the required level of provision. Other sources of information could include a continuous assessment of incidents of unauthorised encampments, both short and longer-term, the numbers and outcomes of planning applications and appeals, levels of occupancy, plot turnover and waiting lists for public authorised sites, the status of existing authorised private sites, including those which are unoccupied and those subject to temporary or personal planning permissions, as well as the twice-yearly Caravan Count undertaken on behalf of ODPM.

Local planning authorities will be expected to demonstrate that they have considered this information, where relevant, before any decision to refuse a planning application and to provide it as part of any appeal documentation."

Travellers Housing Needs Survey:

17. **Background:** Even before the Housing Act 2004 and draft guidance, the Cambridgeshire authorities agreed, early in 2004, to commission a countywide Travellers Housing Needs Survey, which would provide information both at a sub-regional level and at district council level.
18. Cambridgeshire County Council led a multi-agency consortium in preparing a brief for the work, which was put out to competitive tender. The councils involved in this joint project are; South Cambridgeshire; East Cambridgeshire; Fenland; Huntingdonshire; Cambridge City; Peterborough (unitary); King's Lynn & West Norfolk (Norfolk); Forest Heath and St. Edmundsbury (both Suffolk). The contract was awarded to Dr R Home from Anglia Polytechnic University and, in order to ensure credibility with the traveller community, a Traveller Consultant was engaged to work with the research team.
19. Progress in developing the brief for the Traveller Housing Needs Survey was reported to the Development Conservation and Control Sub-Committee last December. All Councillors were sent an update in May 2005 about the survey getting under way.
20. The external consultants have completed the research based on the best guidance available from the ODPM at the time. This Cabinet report focuses on the draft Housing Needs Assessment element of the research for South Cambridgeshire. A second phase of results will follow at a later date, which will deal with other issues such as health and education and welfare.
21. **Provisional findings:** Whilst there are a few more interviews to be completed, the findings so far indicate that, in South Cambridgeshire, there is demand for a further 170 – 220 Traveller pitches over the next 5 years. These figures have been calculated on five assumptions relating to: current supply; families in unauthorised caravans; overcrowding; preferences for housing/caravans and natural population increase. A detailed explanation of these can be found in the interim findings report in the Appendix.

Next steps:

22. The final survey report, including the methodology, questionnaire and more region-wide information on accommodation need, health, education and welfare will be reported to Cabinet in the New Year in line with other authorities reporting timescales. This will also pick up queries raised by Councillor Mason. Cambridgeshire County Council, as the lead authority on the project, will be arranging a news release and launch of the data around the same time.
23. In the light of the provisional findings, consultants will be commissioned to prepare the LDF Supplementary Guidance. Site identification will be a major challenge; few, if any, councils have reached this stage of the process. Accordingly, we need to retain consultants, whose first task will be to identify the relevant search criteria against which the suitability of sites can be tested. Following on from this, they will need to assess and identify those of our parishes that have the capacity to properly accommodate Traveller sites. Finally, they will help with site selection.
24. At the time of writing this Cabinet report, it is not clear how the Regional Housing Board will carry out the task of bringing the regional information together. Officers will pursue this with the newly appointed ODPM Gypsy and Traveller lead officer in the Eastern Region.

25. As part of that process, officers will highlight the guidance in the draft Planning Circular which notes that pitch allocation will not necessarily be equal to the needs discovered in local surveys. In particular, there are valid reasons why some of the need for Travellers currently located in South Cambridgeshire could be legitimately met by pitch allocations in other districts.
26. Here are the main point that officers will emphasise:
- a. Traveller families themselves are flexible about where they are located. The Needs Survey says: "No specific geographical location was preferred - more sites anywhere".
 - b. There are a large number of approved sites in South Cambridgeshire because the authority has responded positively to earlier legislative requirements and to planning applications. However, this provision has encouraged Travellers to visit the area (and relatives here) in contrast to local authorities that have not taken such a positive attitude. This places an increasing burden on finding suitable sites and becomes cumulatively more difficult. The RSS has the opportunity to redress the regional imbalance by requiring site allocation in areas that have not been constructive and positive in the past.
 - c. The burden of housing and other growth, coupled with Green Belt restrictions etc, puts available land at a premium whereas other areas in the region may well not face the same pressures.
 - d. Travellers are increasingly moving away from some traditional occupations (e.g. seasonal farm work) towards other work (e.g. trading). Having a more widespread network of site options than the current pattern - with its bias towards previous work patterns - will facilitate their options for developing new patterns of work, trading and travelling.
27. The results of the Travellers' Housing Needs Survey will be reported to Development Conservation and Control Committee, in order to comply with the draft Circular.

Financial Implications

28. Whilst there are no specific implications arising from this report, Traveller Issues represent a considerable draw on the Council's resources. This needs to be placed in the context of current financial constraints and the recent service cutbacks following council tax capping. Efforts to identify approved sites for Travellers, either in this district or elsewhere in the region, could help to reduce the need for the costs of enforcement action on unauthorised sites. The findings of the Travellers' Housing Needs Survey will also help to support bids for ODPM funding to develop or maintain council/housing association-run Traveller sites.

Legal Implications

29. The completion of the survey should discharge the Council's obligations under section 225 of the Housing Act 2004. The results are also being referred to the Development and Conservation Control Committee for its consideration to comply with the requirements of the draft Planning Circular.

Equal Opportunities Implications

30. The Council has a statutory duty under the Race Relations Act 1976 and the Race Relations (Amendment) Act 2000 to promote race equality and good race relations. Romany Gypsies and Irish Travellers are recognised ethnic minorities.
31. The Council's policy on Traveller Issues upholds the rights of all local residents and Travellers to live peacefully and safely, with mutual respect for the rights of others. South Cambridgeshire has more caravans on authorised private plots than anywhere else in the country. It is also in the top 10% of all districts for the number of caravans on council-run sites. The Council continues to call on the Government for a national policy on Traveller Issues, a duty on all councils to make provision for Travellers, and for sites to be kept to a reasonable size.

Staffing Implications

32. The issues of future site provision and the response to current unauthorised sites in the district have implications for a wide range of Council services. A considerable amount of work has continued to take place throughout the last year in order to
 - a. Enforce planning controls fairly, firmly and consistently;
 - b. Strengthen community relations between local households and Travellers; and
 - c. Lobby for changes in planning law.
33. In the coming months. the work continues on:
 - a. the next steps in following up the Traveller Housing Needs Survey;
 - b. preparations for the LDF Supplementary Guidance;
 - c. on-going planning and legal enforcement action (especially injunctions) against unauthorised traveller sites;
 - d. preparations of bids for ODPM grant funding;
 - e. updating the Council's Race Equality Scheme.

Risk Management Implications

34. Traveller Issues feature prominently on the Council's corporate Risk Register. The actions listed in paragraph 32 above are aimed at managing those risks. The Council needs to implement policies on future Traveller site provision that strike an appropriate balance between the needs of all sections of the community and that recognise the Council's commitment to firm, fair and consistent planning enforcement. In addition the Council needs to ensure that it meets its statutory obligations and that the LDF requirements are followed in order to get the LDF process successfully completed.

Consultations

35. The development of the brief for the Travellers Needs Survey followed draft Government guidance. At the same time, a wide range of statutory and voluntary stakeholders, including the Travellers Implementation Group (TIG), discussed the operational aspects of the project.

Recommendations

36. The Officer Group make the following recommendations to Cabinet:
- a. to note the provisional findings of the Travellers Housing Needs Survey, as they relate to South Cambridgeshire, as set out in paragraph 21 and the Appendix;
 - b. to instruct officers to make the survey findings available to the Regional Housing Board and, at the same time, make the case as to why not all of the need currently found in the district should be met long-term within the South Cambridgeshire district, as set out in paragraphs 25 – 26;
 - c. to instruct officers to adopt the same approach as in (b) above in respect to the Examination in Public of the East of England Plan.
 - d. to use the results of the survey to support any future bids for capital or revenue funding for site provision.
 - e. to refer this report and the Travellers Housing Needs Survey to the Development and Conservation Control Committee, for its information.

Background Papers:

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

- a. "Planning for Gypsy and Travellers Sites - Consultation Paper", ODPM, December 2004 - available from www.odpm.gov.uk.
- b. Council's response to ODPM Consultation Paper, SCDC, March 2005 – available from <http://www.scambs.gov.uk/Environment/TravellerIssues/lobbying.htm?showpage=-1>.
- c. Draft Housing Needs Assessments – Appendix: Gypsies and Travellers, ODPM - available from Mike Knight at mike.knight@scambs.gov.uk or Tel 01954 713377.
- d. Traveller Housing Needs Survey newsletter 2, Cambridgeshire County Council, April '05
- e. Regional Housing Strategy 2005-2010 - available from www.eera.gov.uk.
- f. Government Response to ODPM Select Committee report on Gypsy and Travellers Sites - available from www.odpm.gov.uk
- g. Report to the Regional Housing Board 28/9/2005 - "Single Regional Housing Pot Allocations 2006-08"-available from www.go-east.gov.uk.
- h. Cabinet report on ODPM Funding for Gypsy and Traveller Sites, SCDC, November 2005.

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Cambridge Sub-region Traveller Needs Assessment

Interim 5-year Accommodation Needs Assessment (as at 26/11/05) South Cambridgeshire

By Dr. R.K. Home & Dr. M. Greenfields

1. This assessment is PROVISIONAL pending discussions with client on methodology and assumptions, and still awaiting the official release of ODPM guidance (now postponed yet again). We have drawn upon the methodology in the Birmingham study (Niner 2002) and emerging ODPM guidance (the latter not available for the first draft). Our assumptions are set out below, and differ somewhat from those in the first draft report (the figures in which should now be regarded as superseded). The results of the exercise are set out below in Table 1 for each district in the study area. **We would emphasize that the assumptions stated below (while consistent with emerging ODPM guidance) are yet to be discussed with the clients, which is now an absolute priority.**
2. **Caravans, families and pitches** The usually accepted measure of need is the family pitch (interpreted as the equivalent of a household in general housing forecasts), but this needs to be treated with caution. The number of caravans on a family pitch may vary (our survey found an average of 1.5, but it ranges between one and three), and the size of a caravan may vary significantly. While official count data requires a record of families as well as caravans, we regard the family data as unreliable and less robust than our survey findings. Translating the caravan counts into equivalent pitch numbers by districts has involved us making some adjustments based upon local knowledge. We also recommend that future pitch sizes on long-stay sites should be sufficient to accommodate three caravans (including one mobile home) rather than the two usually applied according to past official guidance; this may affect the estimates of pitch requirements below.

Assumption 1: Current supply

3. The figures represent both council and private authorised accommodation, derived from schedules of sites provided by councils, supplemented by the six-monthly count returns where schedules were not available. Niner and ODPM guidance add to these supply figures estimates for unused and vacant pitches, families expressing a wish to live in housing (which assumes that such housing is available), and any programmed new provision. Niner also adjusted 'to reflect the division between residential and transit pitches'. We have cross-checked our figures against these approaches, but found minimal need to adjust our figures. For instance, given the lack of any transit provision in our study area, we have assumed full occupancy, interpreting any under-occupation in counts as temporary absence. Niner also allowed for current unused sites/pitches being brought back into use, but we have not assumed that, since we are informed that closed sites and pitches will not be re-opened. We have, however, included the proposed new emergency stopping site in Cambridge City.

Assumption 2: Families in unauthorised caravans

4. The usually preferred measure (recognised in case law) of shortfall is unauthorised caravans (converted into pitches) as recorded in the six-monthly counts. We have applied the average (January and July figures) of the last 3 years of accounts, adjusted by our survey findings to reflect the balance between those on their own sites (the majority of unauthorised) and those on the roadside (who may or may not be seeking accommodation in the area). ODPM guidance suggests adding an estimate of those expected to arrive from elsewhere, but we find particularly problematic, especially in an area which has already experienced high in-migration in recent years, and have made no additional allowance.

Assumption 3: Overcrowding

5. To allow for overcrowding (which is linked to hidden or suppressed households), we have followed Niner and ODPM assumed that 10% of council pitches were over-occupied, but we have arrived at a rather higher figure (15-25%) based upon a cautious application of our survey results on caravan occupancy levels, stated preferences, and higher family sizes in the Irish Traveller caravan population. This is consistent with reducing average caravan occupancy from 3 towards 2 persons (while acknowledging cultural preferences and proportions of larger mobile homes).

Assumption 4: Preferences for caravans/housing

6. Niner assumed that, of Gypsies in housing, 1-5% wanted a pitch rather than a house, but our survey produced a much higher preference rate (about 39% overall, with local variations), from which we subtracted the percentage of survey respondents in caravans wanting housing to arrive at a cautious figure of 25% of housed families, derived from TES school data. (Note: Gypsies/Travellers in housing who prefer to be in caravans would represent a 'best-value' gain, since caravan sites are cheaper (about half the capital cost) than houses to build, and housing stock can be released.

Assumption 5: Natural increase

7. A 3% growth rate over 5 years is applied by ODPM and Niner, and we regard this as reasonable, given the demographic profile of the population. We have applied the same rate to our estimate in Table 2 of the total Gypsy/Traveller population in five years (both housed and in caravans), and have made the cautious assumption (as did Niner) that 70% of them would need long-stay caravan pitches.
8. We make certain other qualifications:
- No distinction between English Gypsies, Irish Travellers and others.
 - No split between private and public sectors.
 - No re-allocation of pitches between districts (although we make recommendations)
 - No separate estimates of long-stay and transit pitches (although, based upon our survey findings, we would propose a ratio of two long-stay to one transit pitch).

Table 1: District Gypsy/Traveller Accommodation Needs 2005-2010 (ranked and rounded)

	South Cambridgeshire	Cambridge Sub-Region Total
Supply: (Assumption 1)	220-230	529-751
Demand: Unauthorized families (Assumption 2)	80-90	293-323
Demand: Overcrowding (Assumption 3)	45-80	108-162
Demand: Housing transfer (Assumption 4)	10-15	157-212
Demand: Family formation 2005-2010 (Assumption 5)	34-37	152-167
Total demand (2-5):	170-220	710-864

9. Table 2 is our current estimate (revised from the first draft report) of the total Gypsy/Traveller population in the study area, present and projected forward 5 years at 3% per annum). We derive the housed population from TES school roll data (applying assumptions stated in the first draft report). There are substantial numbers of other housed Gypsies/Travellers (estimated about two thousand in the Fen districts), but we have limited our figures to those derived from TES data.

Table 2. Estimated Gypsy/Traveller population in study area districts, ranked and rounded

	South Cambridgeshire	Cambridge Sub-Region Total
Caravans	425	1535
Equivalent Families	285	1025
Estimated housed families	20-40	495-600
Estimated total population 2005	1220-1300	6080-6620
Total families 2010 @3%	305-325	1520-1655
Family formation 2005-2010	49-53	

Survey

10. We attach the distribution of completed survey questionnaires as at 26 November. Reaching the agreed quota of 350 has been delayed by several factors: some refusals to participate in the survey (causing abortive visits), the use of part-time interviewers (justified by the need to involve Gypsy/Traveller interviewers), difficulties in reaching roadside and housed Gypsies/Travellers, and by management time diverted by client requests for additional work not included in the contract.

	South Cambridgeshire	Cambridge Sub-Region Total
% distribution of caravans	31	100
No. completed interviews	69	275
% distribution of interviews	25	99

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SOUTH CAMBRIDGESHIRE DISTRICT COUNCIL

REPORT TO:	Leader and Cabinet	8 December 2005
AUTHOR:	Housing and Environmental Services Director	

REORGANISATION OF HOUSING SERVICES**Purpose**

1. To seek delegated authority to proceed with further reorganisation of the Housing Services team.

Effect on Corporate Objectives

2.	Quality, Accessible Services	The Housing Service delivers tenancy and estate management to tenants of general needs and sheltered housing, administers the housing register, allocations and lettings for social housing in South Cambridgeshire, and provides homelessness and housing advice services.
	Village Life	
	Sustainability	
	Partnership	

Background

3. Cabinet agreed on 14 July 2005 to support the reorganisation of the Housing Services management team. The report considered by Cabinet explained that further organisational change would follow when senior managers were appointed.
4. The drivers for change include:
 - (a) A requirement to make savings of over £437,000 from 2006/07 in order to balance the Housing Revenue Account
 - (b) Locating all responsive repairs activities within the technical service
 - (c) The introduction of a choice based lettings scheme
 - (d) A significant reduction in Right to Buy sales

Proposed Changes

5. The new Housing Services Manager has proposed a number of changes, which are intended to deliver better service to customers, improve the service's operational performance, and achieve better value for money.
6. New priorities for the neighbourhood management service will focus upon empty homes management, rent arrears recovery, tenancy enforcement, tenant participation, site management, closer working with the sheltered housing service and complex case resolution. The neighbourhood management team will lose responsibility for responsive repair inspection and ordering, and housing allocations. The service will be managed by two Area Team Leaders.

7. Housing allocations will be transferred to the homelessness and housing advice team who will take on a broader housing options role, moving from the traditional reactive statutory homelessness service towards more active prevention of homelessness, making better use of the Council's own housing stock and the private housing sector. This team will also assume responsibility for the development of a choice based lettings scheme.
8. Tenant participation will be integrated into the mainstream housing management service and the two Area Team Leaders will share lead responsibility for the development of tenant participation in the district.
9. The number of sheltered housing area managers will be reduced to reflect the reduction in sheltered scheme and mobile managers as a result of the sheltered housing review.
10. The number of administrative and support posts will be reduced to reflect the reduction in Right To Buy house sales and better use of the Council's ICT systems.

Reorganisation process / timetable

11. Initial staff briefings were held on 25 November and 1 December 2005 and the staff consultation period will run through to January 2006. Discussions with trade union representatives are ongoing. The detailed proposals will be circulated to staff after Cabinet has considered this matter.
12. The proposed reorganisation deletes a number of posts but creates a number of new ones. Recruitment to new posts will commence in January 2006, and in line with the Council's redundancy policy, recruitment will initially be ringfenced to those employees who are at risk of redundancy.
13. It is hoped that the new organisational arrangements will be introduced no later than April 2006.

Financial Implications

14. The reorganisation proposals will result in a net reduction of 4.8 posts with a consequent estimated annual saving of £110,000. Redundancy and early retirement costs will depend upon the application of the Council's redundancy policy but are estimated (at highest cost) to be up to £70,000.

Recommendations

15. Cabinet is recommended to:
 - (a) Agree the next stage of the Housing Service reorganisation as set out in the report
 - (b) Agree that detailed process, assimilation and redundancy issues, including the deletion and creation of posts, arising from the review of Housing Services be delegated to the Director of Housing and Environmental Services with HR advice, in consultation with the Housing and Resources & Staffing portfolio holders.

Background Papers: Previous report to Cabinet July 2005

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SOUTH CAMBRIDGESHIRE DISTRICT COUNCIL

REPORT TO:	Leader and Cabinet	8 December 2005
AUTHOR:	Housing and Environmental Services Director	

WINDMILL ESTATE REDEVELOPMENT – GOVERNANCE AND PROJECT MANAGEMENT ARRANGEMENTS

Purpose

1. To confirm arrangements for management of the redevelopment project including terms of reference and establishment of the Windmill Estate Steering Group (WESG).

Effect on Corporate Objectives

2.	Quality, Accessible Services	To ensure an important and high profile project which will improve the quality of local housing is managed effectively, and that the partnership between South Cambridgeshire District Council and Nene Housing Society is sufficiently developed to successfully deliver the proposed redevelopment scheme.
	Village Life	
	Sustainability	
	Partnership	

Background

3. The Windmill Estate Steering Group has been meeting since August 2004 to develop proposals for the redevelopment of the estate. In May 2005, Council agreed in principle to support the project. However the Steering Group has never been included in the Council's Annual Meeting list of bodies for which nominees were sought. This report seeks to rectify the absence of a formally agreed body to oversee this important project.
4. At its meetings over the summer the Steering Group has considered project governance and management arrangements. These are now offered to Cabinet for endorsement.

Project Management arrangements

5. Consultants employed by the Council's partners, Nene Housing Society, have proposed a three-tier project management arrangement.
 - (a) A Steering Group (project board) to oversee the strategic and operational delivery of the project
 - (b) A Project Team of officers to support delivery of the project
 - (c) A User Panel of interested local residents

Terms of Reference

6. It is proposed that the terms of reference for the Steering Group are:
 - (a) To provide key stakeholders with periodic reports on project progress and issues

- (b) To provide an opportunity for key stakeholders to raise issues of strategic significance for discussion
- (c) To allow key stakeholders the opportunity to advise the Project sponsor (Housing Portfolio Holder) on how the project can be delivered more efficiently and effectively at a strategic level.
- (d) To work together to put forward a redevelopment scheme proposal for consideration by Cabinet/Full Council.

Membership

7. The Windmill Estate Steering Group has been meeting for over a year on an informal basis. It is proposed that the formally constituted Steering Group comprises:

- (a) Housing Portfolio Holder
- (b) The Leader
- (c) SCDC Fulbourn Members x 2
- (d) Fulbourn Parish Council representative
- (e) Local County Councillor
- (f) Tenant representative
- (g) Owner Occupier representative

Supported by the following Council officers:

- (a) Director of Housing & Environmental Services
- (b) Head of Housing Strategic Services
- (c) Housing Services Manager
- (d) Housing Services Officer
- (e) Community Development Manager
- (f) Principal Housing Accountant
- (g) Special Projects Officer

Attended by Nene Housing Society:

- (a) Director of Development
- (b) Housing Operations Manager
- (c) Regeneration Manager
- (d) Resident Involvement Officer

Frequency of meetings

8. It is anticipated that the Windmill Estate Project Steering Group will normally meet on a six weekly basis.

Legal Implications

9. None.

Financial and Staffing Implications

10. Democratic Services will serve the Steering Group, with any additional costs being borne by Nene Housing Society.

11. Commitment to attendance at the meeting and input to the project will be required by Officers as detailed above in order to provide stakeholders and the project sponsor with the correct level of information and support to make informed decisions.

Risk Management Implications

12. The Windmill Estate Steering Group will consider risk management as part of its project management responsibilities.

Consultations

13. Advice on the structure to facilitate management of the project, including the formation of the Windmill Estate Steering Group has been taken from HATC Limited, the consultants employed by Nene Housing Society.

Recommendations

14. That Cabinet agrees the re-establishment of the Windmill Estate Project Steering Group, based upon the terms of reference, membership and other details included in this report.

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SOUTH CAMBRIDGESHIRE DISTRICT COUNCIL

REPORT TO: Leader and Cabinet
AUTHOR: Finance and Resources Director

8 December 2005

TRAVELLERS COSTS QUARTERLY UPDATE

Purpose

1. To advise Cabinet of the expenditure to date in connection with Travellers, for the financial year 2005/06.

Effect on Corporate Objectives

2.	Quality, Accessible Services	Not applicable, this report is for information only
	Village Life	
	Sustainability	
	Partnership	

Background

3. The Council is attempting to control breaches of planning control by Travellers. This is the second of the quarterly reports for 2005 – 06. Cabinet made the original request for quarterly reports at the meeting on 20 May 2004.

Considerations

4. Not applicable.

Options

5. Not applicable.

Financial Implications

6. Expenditure to date is:

	2004/05 Actual	2005/06 To Date**
	£	£
Barrister costs	38,325	23,305
Solicitors costs	165,057	66,011
Bailiff costs	9,490	2,351
Hire of premises	2,770	0
Contractors	1,580	0
Cambs Travellers Initiative contribution	1,500	0
Miscellaneous costs	4,134	81
Countrywide Travellers Survey	20,000	0
Foul Water Survey, Smithy Fen	0	1,185
Central, Departmental & Support Services	107,418	*
Total costs	350,274	92,933

* Staffing costs are allocated at the end of the financial year.

** These costs will be met from the 2005 – 06 budget:

Legal Fees	£100,000
Enforcement including Injunctive action	£450,000
Staffing costs	£179,870
Total Budget	£729,870

Legal Implications

7. The Council has a responsibility to ensure development is in compliance with the Development Plan.

Staffing Implications

8. None.

Risk Management Implications

9. Travellers' incursion has been identified as a very high likelihood with critical impact in the Council's Risk Management Plan.

Consultations

10. None.

Conclusions/Summary

11. This continues to be a significant cost to the Authority. Further significant costs are anticipated.

Recommendations

12. It is recommended that Members note the content of the report.

Background Papers: the following background papers were used in the preparation of this report: IBS Financial Management System Report
Invoices awaiting payment

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