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15 July 2009



To: Councillor TD Bygott, Portfolio Holder

Dr SA Harangozo	Opposition Spokesman
MJ Mason	Scrutiny Monitor
Mrs BZD Smith	Opposition Spokesman and Scrutiny Monitor
Dr SEK van de Ven	Opposition Spokesman

Dear Sir / Madam

You are invited to attend the next meeting of **SUSTAINABILITY, PROCUREMENT AND EFFICIENCY PORTFOLIO HOLDER'S MEETING**, which will be held in **SWANSLEY ROOM, GROUND FLOOR** at South Cambridgeshire Hall on **THURSDAY, 23 JULY 2009** at **10.00 a.m.**

Yours faithfully  
**GJ HARLOCK**  
Chief Executive

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

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<b>AGENDA</b>		<b>PAGES</b>
<b>PROCEDURAL ITEMS</b>		
1.	<b>Declarations of Interest</b>	
<b>DECISION ITEMS</b>		
2.	<b>Awarded Watercourses Service - Tendering Results (Key)</b>	<b>1 - 8</b>
3.	<b>Capital Programme - Awarded Watercourses Service (Key)</b>	<b>9 - 10</b>
4.	<b>Floods and Water Management Bill: Consultation Response</b>	<b>11 - 14</b>
5.	<b>Cambridge Climate Change Charter</b>	<b>15 - 20</b>
<b>INFORMATION ITEMS</b>		
6.	<b>Customer Service Strategy 2009-2012: Outcome of self-assessment</b>	<b>21 - 28</b>
<b>STANDING ITEMS</b>		
7.	<b>Forward Plan</b> The Portfolio Holder will maintain, for agreement at each meeting, a Forward Plan identifying all matters relevant to the Portfolio which it is believed are likely to be the subject of consideration and / or decision by	<b>29 - 30</b>

the Portfolio Holder, Cabinet, Council, or any other constituent part of the Council. The plan will be updated as necessary and published on the Council's website following each meeting. The Portfolio Holder will be responsible for the content and accuracy of the forward plan.

**8. Date of Next Meeting**

To note the dates and times of the following Portfolio Holder meetings:

- 24 Sep 2009 10.00 a.m.
- 10 Dec 2009 11.00 a.m.
- 22 Jan 2010 2.00 p.m. (consideration of 2010/11 budget estimates)
- 4 Mar 2010 2.00 p.m.
- 8 Apr 2010 11.30 a.m.

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**SOUTH CAMBRIDGESHIRE DISTRICT COUNCIL**

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<b>REPORT TO:</b>	Sustainability, Procurement and Efficiency Portfolio Holder	23 July 2009
<b>AUTHOR/S:</b>	Corporate Manager for Health and Environmental Services / Drainage Manager	

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**TENDERING RESULTS  
FOR AWARDED WATERCOURSES SERVICE****Purpose**

1. To outline the background and result of the tendering exercise for the Awarded Watercourses Service and to make recommendations on the appointment of a contractor to undertake the works for at least the next five years.

**Background**

2. The Council has a statutory duty to maintain approximately 275 km (175 miles) of Awarded Watercourses in the South Cambridgeshire District.
3. In 1998, David Noble and Associates was commissioned to undertake a review of the service in order to inform future decisions on procurement. The report outlined the extent of the complex system of watercourses maintained by the Council and the advantages and disadvantages of 'contracting out' the service. The Noble report confirmed the manual work was not favoured by the private sector and recommended careful consideration be given to this element when deciding on procurement. Private contractors might be expected to show interest in the mechanised elements of the works and it might prove beneficial to use contractors in certain circumstances. At that time members decided not to expose the service to open competition.
4. However, Members have continued to have concerns over the operational costs of the service and wished to be assured that best value for the Council was being attained through the in-house service delivery model. Accordingly, at the Cabinet meeting of 11 September 2008, Cabinet resolved:
  - (a) to undergo a competitive tendering process and obtain tenders for the works from external contractors and the in-house service;
  - (b) that the tenders so obtained are for all the separate aspects of the works such that the maximum flexibility may be used in the evaluation of the tenders. The contract length to be five years extendable by mutual agreement for a further two. It may then prove beneficial to use a combination of external contractors and a portion of the in-house service.
5. The Corporate Manager – Health & Environmental Services has the delegated authority, under the Council's Constitution, to accept the lowest tender provided it is within the budget estimate, therefore he could have accepted the in-house bid without reference to the Portfolio Holder but decided to refer the matter up (as per officer delegation rule 1.4.3) because of the amount of member interest in the tender exercise and outcome.

**Considerations**

6. The value of the five-year contract was estimated at £900,000 and under the Council's Contract Regulations it was necessary to follow the EU tendering procedure.
7. Some Members felt that certain aspects of the work would be of interest to the local farming community and that a number of local farmers would come forward and offer competitive rates so that overall costs might be reduced. Therefore the invitation for expressions of interest was worded to allow for potential contractors to bid for particular aspects of the work, for the works as a whole, or both.
8. There were twenty-five expressions of interest in tendering for the works and all of these were provided with a Pre-Qualification Questionnaire (PQQ) for assessment. A total of twelve PQQ's (including the in-house application) were returned, none from the farming community.
9. Following an evaluation by the Council's Procurement Officer and Drainage Manager, five contractors were deemed suitable and these were invited to tender for the works.
10. The Environmental Services Portfolio Holder was kept up to date as the tendering exercise progressed (Portfolio Holder meetings on the 27 January 2009 and 24 March 2009 refer). The Portfolio Holder approved the final list of five contractors to be invited to tender and the contract documentation including the evaluation criteria, specification and pricing documents on the 24 March 2009.
11. Four out of five tenders were returned by the due date, 15 May 2009 at 12.00 noon.
12. Three contractors, including the in-house bid (prepared by the Environment Operations Manager assisted by an external consultant), tendered for the whole of the works as a single package and one private contractor bid for flail mowing works only.
13. The Council's Procurement Officer, assisted by specific specialist staff, evaluated each of the four bids against the previously agreed evaluation criteria. His independent report of the results of this evaluation is attached to this report at **Appendix 1**.
14. The results of this evaluation are summarised in the table below:

<b>Company</b>	<b>Evaluation Score (Out of 100)</b>	<b>Evaluation Ranking</b>	<b>Tender Price</b>
South Cambridgeshire DC	84.60	1	£179,476
Company A	54.98	2	£349,248
Company B	46.86	3	£508,686
Company C – Flailing works only	18.25	4	£130,920

15. On examining the final scores provided by the Procurement Officer, the in-house bid stands out from the remainder both in terms of price (close to half of nearest external private contractor's tender) and on issues of quality / capacity. The in-house bid therefore offers the Council best value.
16. The in-house bid demonstrated a superior understanding of the knowledge and experience required, service availability and delivery issues, contract management,

works programming, staff supervision and customer relations issues. Additionally, they will continue to provide a staffing resource during flood emergencies.

17. The in-house proposals were analysed and profiled against the 2009/10 budget for the service. The analysis shows variations in the component parts of the tender but it is in line with the total expenditure in the 2009/10 budget estimate. The tender exercise has not resulted in substantial savings to the budget.
18. The in-house bid has been put forward on the basis that changes are made to working practices, terms and conditions and numbers of permanent posts on the establishment. The service will be directly managed as at present. Up until last year four members of staff have provided the service; however, following the resignation of the hydraulic excavator driver, it was decided to hire in a driver on a temporary basis for a three-month period and to freeze the post on the establishment. This temporary arrangement will be made permanent and the hydraulic excavator driver post will be removed from the Council's establishment.
19. In the past there has been approximately a three-month period when works on the awards has had to be suspended (i.e., during the bird nesting season). Traditionally the workforce has been transferred to other Council duties and their costs paid for by the service they were temporarily transferred into, e.g., Street Cleansing. The in-house bid has been submitted on the basis that all operatives will change their terms and conditions of employment in order to adopt 'Annualised' hours of work. It is proposed to continue to work up to 60 hours per week during the flail mowing season. The extra hours worked would then be used to calculate time off in lieu during the relatively quiet months of April, May and June towards the end of the season. Overtime will no longer be payable and the staff will receive the same salary at the end of each month irrespective of the number of hours worked.
20. The 2009/10 budget estimate was set on the basis that salary savings would accrue as a result of changes to working practices (achieving a reduction over the 2008/09 estimate on salaries of circa £29,600) and, as a result, savings accrued through the above changes to working conditions, etc., attached to the procurement process have already been taken into account when the 2009/10 budget was approved earlier in the year.

**Options**

21. The quotes obtained clearly demonstrate there is no financial advantage to externalisation of the works. Additionally, the quality of the method statements obtained for the works and the lack of local knowledge of private contractors indicates that the level of financial, legal and other risks to the Council would increase.
22. The Procurement Officer in his report (**Appendix 1**) also points out that, as the EU procurement procedures have been followed, resulting in a clear lowest bid which is also of the highest quality, there are no other suitable alternative options in response to these results.

**Implications**

23.	Financial	As within the body of the report. The tender is within the 2009/10-budget estimate for the service and the tendering exercise has not resulted in substantial savings being achieved. The in-house tender has shown substantial savings over external contractor bids.
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Legal	As included in the report
Staffing	As per paragraphs 18 and 19 above
Risk Management	The in-house tender represents the least risk option for the Council.
Equal Opportunities	The Council's employment policies will be applied.

**Consultations**

24. The Principal Solicitor, Accountant and Procurement Officer have been consulted.

**Effect on Strategic Aims**

25.	<p><b>Commitment to being a listening council, providing first class services accessible to all.</b></p> <p>The function of Awarded Watercourse upkeep and maintenance is at the forefront of the prevention of flooding and is a service that is at the heart of enhancement of our drainage system. The procurement process has provided evidence that the Council is achieving best value through the in-house delivery model.</p> <p><b>Commitment to ensuring that South Cambridgeshire continues to be a safe and healthy place for all.</b></p> <p>Awarded Watercourse upkeep and maintenance reduces risks and plays a part in the welfare of South Cambridgeshire residents.</p> <p><b>Commitment to making South Cambridgeshire a place in which residents can feel proud to live.</b></p> <p>Awarded Watercourse upkeep and maintenance contributes towards this aim by ensuring the effective drainage of the area as well as ensuring wildlife and environment issues are incorporated within maintenance programme.</p> <p><b>Commitment to assisting provision for local jobs for all.</b></p> <p>The service provides local jobs.</p> <p><b>Commitment to providing a voice for rural life.</b></p> <p>Awarded Watercourse upkeep and maintenance reduces risks of flooding and ensures the effective drainage of the rural landscape.</p>
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**Conclusions / Summary**

26. The tendering process has been a worthwhile exercise and has demonstrated that Best Value for money is being obtained. It has confirmed the in-house service provision to be the most economically advantageous method of complying with the Council's statutory duty and is in line with approach A5 of the Council's corporate Aims, Approaches and Actions.

**Recommendations**

27. It is recommended that the Sustainability, Procurement and Efficiency Portfolio Holder:
- (a) award the contract to the South Cambridgeshire District Council in-house team as the lowest bid and the Most Economical Advantageous Tender; and
  - (b) note the changes contained in paragraphs 18 and 19 of this report.

**Contact Officer:** Patrick C Matthews – Drainage Manager  
 Telephone: (01954) 713472  
 Dale Robinson – Corporate Manager – Health & Environmental Services  
 Telephone: (01954) 713229



**SOUTH CAMBRIDGESHIRE DISTRICT COUNCIL**

<b>REPORT TO:</b>	Sustainability, Procurement and Efficiency Portfolio Holder Meeting	23 July 2009
<b>AUTHOR/S:</b>	Executive Director - Corporate Services / Procurement Officer	

**REPORT ON AWARDED WATERCOURSES PROCUREMENT**

**Purpose**

1. This report outlines the results from the Awarded Watercourses procurement process undertaken by Environmental Health and the Procurement Officer in 2008/09, showing that the highest scoring bidder was the Council's in-house team.

**Background**

2. Cabinet requested that the Council undertake a procurement exercise following the decision at their meeting of the 11 September 2008 to subject the Awarded Watercourse upkeep and maintenance work to open competition.
3. The object of the procurement exercise was to tender through open competition.

**Considerations**

4. Due to the estimated value of the proposed contract, a full EU-compliant "Restricted" process was undertaken, comprising a pre-qualification stage and a tender stage. The pre-qualification stage eliminates unsuitable firms and ensures fairness, transparency and competition by advertising the contract and working to published award criteria.
5. Twelve companies submitted pre-qualification questionnaires in response to the advert. These were assessed and scored in terms of resources, quality, experience / technical and financial stability.
6. The top five scoring companies from the pre-qualification stage were invited to tender. Out of these five companies, four submitted tenders and these were assessed and scored in terms of Reporting and Programming, Knowledge and Experience, Health and Safety, Contract and Project Management proposals, Quality and Capacity and this resulted in the Council's own Watercourse team achieving the highest score:

Company	Score	Ranking
South Cambridgeshire District Council	84.60	1
Company A	54.98	2
Company B	46.86	3
Company C	18.25	4

7. The Council's own in-house team submitted the overall lowest price for completing the whole works, as well as the highest scoring tender return for quality. The Council's bid provided clear and concise answers to the questions and covered the

key criteria often scoring maximum marks. Company A and Company B provided average submissions with some of the points covered but missing others. Company C provided a below average submission as they failed to answer many of the questions and, of those they did answer, they failed to provide sufficient information.

**Options**

- 8. To follow the EU procedure and award the contract to the highest scoring bidder, which was submitted by the Council’s in-house team. The bid also represented the lowest costs for completing the whole works and offers excellent value for money.
- 9. As EU procurement procedures have been followed, resulting in a clear optional bid, being both the lowest price and assessed as the highest quality, there are no other suitable alternative options in response to these results.

**Implications**

- 10. Financial implications are set out below:
  - (a) The tender costs received were as follows. (NB These costs do not represent the final budget estimate figures for the service which include such items as central support re-charges, etc.). The in-house bid provides a saving over the nearest competitor of £169,772.

Company	Cost
South Cambridgeshire District Council	£179,476
Company A	£349,248
Company B	£508,686

- (b) Company C only applied for one element of the work (flail mowing) and so could not be compared directly against the complete works bids above. In addition, their bid for flail mowing was uncompetitive when compared to the flail mowing elements of the other bidders - their bid was £130,920 just for this work; the Council would still have to provide mechanised de-silting works, manual works, timber piling and staking, tree works, emergency and out of hours call out work.

11. Financial	As detailed above
Legal	As included in body of report
Staffing	As per corporate manager’s report.
Risk Management	None if recommendation is followed.
Equal Opportunities	None.

**Consultations**

- 12. The Environmental Health team, Drainage Manager and the Principal Solicitor were consulted during the procurement exercise.

**Effect on Strategic Aims**

13.	<b>Commitment to being a listening council, providing first class services accessible to all.</b> The Awarded Watercourse upkeep and maintenance is at the forefront of the prevention of flooding and is a service that is at the heart of enhancement of our drainage system. The procurement process has provided evidence that the Council is achieving best value through the in-house delivery model.
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<b>Commitment to ensuring that South Cambridgeshire continues to be a safe and healthy place for all.</b>
Awarded Watercourse upkeep and maintenance reduces risks and plays a part in the welfare of South Cambridgeshire residents.
<b>Commitment to making South Cambridgeshire a place in which residents can feel proud to live.</b>
Awarded Watercourse upkeep and maintenance contributes towards this aim by ensuring the effective drainage of the area as well as ensuring wildlife and environment issues are incorporated within maintenance programme.
<b>Commitment to assisting provision for local jobs for all.</b>
The service provides local jobs.
<b>Commitment to providing a voice for rural life.</b>
Awarded Watercourse upkeep and maintenance reduces risks of flooding and ensures the effective drainage of the rural landscape.

**Conclusions / Summary**

- 14. The Council's in-house team has provided the highest scoring tender overall in terms of both cost and quality. The solution would provide the Council with best value for money and ensure that the maintenance and upkeep of watercourses is to the consistently high standards that the Council has been used to.
- 15. The next closest bid is 95% higher than the Council's bid and the quality elements are lower. This provides clear evidence of the cost effectiveness and quality of the Council's in-house bid.

**Recommendations**

- 16. The Portfolio Holder is recommended to approve awarding the contract to the Council's in-house team as the leading bidder following the EU procurement exercise conducted in line with the Public Contract Regulations 2006.

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

Tender documentation and Tender evaluation.

**Contact Officer:** Sean Missin – Procurement Officer  
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**SOUTH CAMBRIDGESHIRE DISTRICT COUNCIL**

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**REPORT TO:** Sustainability, Procurement & Efficiency Portfolio Holder      23 July 2009  
**AUTHOR/S:** Corporate Manager (Health & Environmental Services) / Drainage Manager

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**CAPITAL PROGRAMME – AWARDED WATERCOURSES****Purpose**

1. To recommend to the Portfolio Holder an approval requesting additional expenditure in the Capital programme (in gross expenditure terms only) in order to purchase plant and equipment for use on the Awarded Watercourses service.
2. This is a key decision because it is not in accordance with the capital programme approved by the Council. It has not been published in the Forward Plan, as it was dependent on the outcome of the Awarded Watercourses tendering exercise.

**Background**

3. In November 2008 the theft of a tractor and flail mower owned by the Authority occurred at the Welney Farms Limited depot in Lolworth where the awarded watercourses plant and equipment is stored. Due to the on-going tendering process for the awarded watercourses service, it was felt inappropriate to replace the plant until the result of tender process was known.
4. Over the past ten years, all plant and equipment purchases have been funded from the Awarded Watercourses Drainage Infrastructure Fund. This fund is supported, through the Section 106 processes, with contributions from developers and landowners who use the award drain resource as part of their development. The fund is ring-fenced and may only be used for expenditure associated with any awarded watercourses drainage infrastructure. Since the introduction of this fund, all expenditure on replacement plant has been funded at no direct cost to the Council.
5. At its meeting on 5 December 2002 Council gave general approval to the Portfolio Holder (then the Environmental Health Portfolio Holder) to use the Land Drainage Infrastructure Improvement Fund for land drainage purposes, including the purchase of plant.

**Considerations**

6. The replacement plant will be required to carry out the necessary statutory works to the award drain system. The Portfolio Holder will be making the final decision on awarding the 'contract' for the service at this meeting and it is important to set the procurement process in motion as soon as possible if the plant is to be secured in time for the new season, should the in-house team be successful.
7. The expenditure will involve the purchase of a flail mower and suitable tractor. Whilst all possible avenues will be exhausted to purchase second hand it would be prudent to include funds within the capital programme to cover the purchase of new should this be necessary. The cost of a new flail mower is approximately £36,000 and new tractor in the region of £58,000. Part of the expenditure may be funded with monies received from the insurance claim associated with the above theft while the

remainder can be financed from the Drainage Infrastructure Fund. There will therefore be no overall impact on the Council's finances with the procurement of the plant being cost neutral.

8. It is suggested that should the Council be unable to purchase second hand plant that the Portfolio Holder is informed of this together with the reasons why this has not been possible before any order for new plant is placed.

**Options**

9. The two options considered for the provision of the plant are
- (a) spot hire suitable equipment at a cost of £22,500 for a fifteen-week period. This sum has not been budgeted for and will impact on the 2009/10 General Fund budget. However, although it may be possible to hire a tractor for the season, spot hiring of the flail mower will prove difficult, if not impossible, as these items of specialist plant are usually only available for purchase; or
  - (b) the outright purchase of the equipment.

**Implications**

10. Financial	The financial implications are as outlined above. However, the overall expenditure will be cost neutral.
Legal	None
Staffing	None
Risk Management	None
Equal Opportunities	None

**Effect on Strategic Aims**

11.	<b>Commitment to being a listening council, providing first class services accessible to all.</b>
	<b>Commitment to ensuring that South Cambridgeshire continues to be a safe and healthy place for all.</b>
	To provide a necessary and statutory service to certain parts of the District.
	<b>Commitment to making South Cambridgeshire a place in which residents can feel proud to live.</b>
	<b>Commitment to assisting provision for local jobs for all.</b>
	<b>Commitment to providing a voice for rural life.</b>

**Recommendation**

12. It is requested that the Portfolio Holder:
- (a) agree that £100,000 be included in the 2009/10 Capital programme on the basis that the financing of this amount be met from the insurance theft claim payment (as outlined above) and the Awarded Watercourses Drainage Infrastructure Fund; and
  - (b) request that the Council uses its best endeavours to purchase second hand plant and that, should this be unsuccessful, the Portfolio Holder be informed of the reasons why before any order for new plant is placed.

**Background Papers:** the following background papers were used in the preparation of this report: None

**Contact Officer:** Patrick C Matthews, Drainage Manager  
Telephone: (01954) 713472

**SOUTH CAMBRIDGESHIRE DISTRICT COUNCIL**

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<b>REPORT TO:</b>	Portfolio Holder for Sustainability, Procurement, Efficiency	23rd July 2009
<b>AUTHOR/S:</b>	Corporate Manager Health and Environmental Services / Drainage Manager	

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**RESPONSE TO CONSULTATION PAPER ON  
DRAFT FLOODS AND WATER MANAGEMENT BILL****Purpose**

1. To obtain approval from the Portfolio Holder for the response on the draft Floods & Water Management Bill.

**Background**

2. Following the serious floods that occurred in 2007 at various locations throughout the country, the Government commissioned Sir Michael Pitt to report on the flooding and to make recommendations for the future. The Pitt review outlined the reasons why new legislation for managing flood risk was required. These included outmoded approaches to risk management; gaps in the way risk is managed; the need to adapt to climate change; to take account of the EU Floods Directive; the enhancement of Ofwat's regulatory powers.

**Considerations**

3. The council's Drainage Manager has drawn up a response to the consultation paper and this is attached to the report as appendix 1. The response covers the broad issues of the proposed legislation and do not attempt to answer the individual questions posed by the consultation paper. Answers to these questions and comments from other drainage authorities within the Cambridgeshire County Council area will be forwarded as part of a joint response from the newly formed 'Cambridgeshire Flood Risk Management Partnership', which is being led by the County Council. The last date for a response to DEFRA is 24 July 2009.

**Options**

4. The two options available are
  - (a) To respond with the enclosed comments by the enclosed date
  - (b) To avoid sending any response

**Implications**

5. The primary implications for the Council are likely to involve additional staff time in assisting the County Council as a partner with its extensive new obligations. This is likely to involve the production of Surface Water Management Plans; more detailed investigations into flooding incidents; support for the County with its extensive new roles and responsibilities; the implications of the proposals involving Sustainable Drainage Systems.

6. Financial	There will be considerable financial implications for the County Council with its proposed new role under the legislation. Any support required by the County is likely to take the form of Officer time and additional expenditure by this Council on the above items will be resisted.
Legal	The primary new legal obligation on the Council will be a duty to co-operate with the County Council. Here again, this is likely to involve substantial investment in Officer time.
Staffing	None at the moment
Risk Management	The new legislation will not place any additional major responsibilities on the District Council other than the duty to co-operate with other drainage authorities.
Equal Opportunities	None

**Consultations**

7. Discussions have taken place with most other drainage Authorities within the County including the Internal Drainage Boards and Anglian Water. The Council's planning service has also been consulted whose comments will be provided verbally at the meeting.

**Effect on Strategic Aims**

8.	<b>Commitment to being a listening council, providing first class services accessible to all.</b>
	The provision of the maintenance service along the system of award drains; planning advice and co-operation with the County Council will ensure compliance.
	<b>Commitment to ensuring that South Cambridgeshire continues to be a safe and healthy place for all.</b>
	As above
	<b>Commitment to making South Cambridgeshire a place in which residents can feel proud to live.</b>
	As above
	<b>Commitment to assisting provision for local jobs for all.</b>
	None
	<b>Commitment to providing a voice for rural life.</b>
	The response to the consultation directly meets this aim.

**Conclusions / Summary**

9. The Council will fulfil its duty under the new legislation by continuing to undertake maintenance on the award drain system, offering advice and consideration of drainage matters within the planning process, ensuring the council can respond to flooding emergencies and by co-operation with the County Council and other drainage authorities in the District.

**Recommendations**

10. To approve the response outlined in Appendix 1 attached.

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

Draft Flood and Water Management Bill, Explanatory Notes and the Consultation Paper.

**Contact Officer:** Patrick C Matthews Telephone: (01954) 713472



## **South Cambridgeshire District Council's Response to the Consultation Paper on Draft Flood and Water Management Bill**

### **Introduction**

The Council supports the broader approaches to flood risk management that take account of all sources of flooding and of climate change. However, the Council is concerned that the proposed new powers and responsibilities are commensurate with the levels of funding and other resources available. Additionally, it is vitally important to the success of the legislation that the designated authorities referred to in the Bill have an ability, background and organisational culture to adapt to the proposed duties and responsibilities.

### **Future Roles and Responsibilities**

The Council welcomes the enhanced role proposed for the Environment Agency (EA) offering a more consistent, holistic and sustainable approach to flood risk management.

The Council also welcomes the enhanced role proposed for County and Unitary Local Authorities. These new roles are very extensive and will place severe financial pressures on organisations that (for the most part) have limited knowledge and experience of providing for the new duties / responsibilities outlined. As ever, funding will be the key to the success of the Bill in this regard.

The leadership role for County and Unitary Local Authorities is supported but it will take many years to become established practice. Central Government support will therefore, be most important in the initial years of the legislation.

### **Local Delivery – Counties, Districts and Internal Drainage Boards**

The Council supports the proposal to leave powers available to District Councils intact. It should be remembered that District Local Authorities do not have 'responsibility' for ordinary watercourses under current legislation. This rests with local landowners / tenants.

The Council supports the use of District Authority expertise by County or Unitary authorities on terms that include payment. However, additional funding for the lead authorities will be required in the first instance.

There appears to be a procedural advantage in providing County / Unitary authorities with powers concurrent with Districts especially given the County's enhanced role, even though the default option will be available. The Districts should retain their discretionary powers.

### **Sustainable Drainage Systems (SUDS)**

The Council welcomes the development of national standards for the design and operation of SUDS systems. One particular issue in the Cambridge area relates to infiltration SUDS. The sand / gravel soils appear suitable for infiltration particularly when soak-away tests are undertaken in the late summer months. It has been found that a small increase in the water table makes the design unsuitable. This can be critical at locations where the water table level is suitable for say seven out of every

ten years. During the dry years therefore, the design will operate efficiently. However, some form of contingency will need to be incorporated into the design to cater for the wetter years

The Council supports the proposed approval process using a SUDS approving body (SAB).

The adoption and maintenance of new SUDS by County and Unitary authorities is consistent with the other new roles proposed in the legislation and is supported by the Council. However, the Council believes there are risks associated with the adoption of private systems through private gardens where fencing, hedging or other planting, walls and out-buildings will obstruct access for maintenance in the future. In these situations, communal SUDS should not be adopted by the SAB. The use of financial bond as part of the adoption process is fully supported by the Council.

The Council supports amending the automatic right to connect to the public sewer, as this is likely to increase the uptake of SUDS.

The provision of suitable funding for SUDS is likely to be one of the main factors influencing successful adoption. The notion that savings arising from the transfer of private sewers to the sewerage companies will create additional funding is misplaced. The best method of ensuring funding will be available for long-term maintenance is to insist the developers meet the costs. A commuted sum that covers average annual costs over a period of between thirty and fifty years can usually be agreed with the developer in most cases and guidance on this should be included as part of the adoption process.

The Council supports a flexible approach to the use of an adopting authority for SUDS especially where existing experience and in-house capacity already exists. This must be funded though. The Council believes the use and adoption of private SUDS should be kept to an absolute minimum, as they will almost always be problematic at some time in the future. The greatest impediment to the adoption of existing SUDS is likely to be funding. Central Government should assist with this.

Cllr T Bygott  
Portfolio Holder for Sustainability, Procurement, Efficiency

**SOUTH CAMBRIDGESHIRE DISTRICT COUNCIL**

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<b>REPORT TO:</b>	Portfolio Holder for Sustainability, Procurement and Efficiency	23 July 2009
<b>AUTHOR/S:</b>	Executive Director / Corporate Manager (New Communities)	

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**THE CAMBRIDGE CLIMATE CHANGE CHARTER****Purpose**

1. The purpose of this report is to request that the Portfolio Holder for Sustainability, Procurement and Efficiency approve the promotion of an appropriately modified version of the Cambridge Climate Change Charter to businesses and organisations in South Cambridgeshire as a means of establishing commitment and a shared set of objectives to tackling the climate change agenda within this sector (a copy of the current version is attached).
2. This is not a key decision.

**Background**

3. The Cambridge Climate Change Charter was developed by Cambridge City Council and essentially is an acknowledgement, pledge and commitment document which is signed up to by organisations and gives them an opportunity to make a voluntary public statement to tackle shared climate change objectives.
4. Subject to further discussion, the City Council has made a preliminary indication that it would be very supportive of SCDC adopting and promoting the Charter and of making the necessary minor changes to remove references to Cambridge City Council and to make the text geographically non-specific.
5. Preliminary consideration of this issue was taken to the Council's Climate Change Working Group on 11 June 2009. The members of the group agreed the appropriateness and rationale of this request to the Portfolio Holder to support promotion of a geographically non-specific version of the Cambridge Climate Change Charter within South Cambridgeshire.
6. Further background information on the Charter can be found at:  
[www.cambridge.gov.uk/climatechange](http://www.cambridge.gov.uk/climatechange)
7. No such charter or similar document is currently in place within South Cambridgeshire – although the District Council is a signatory to the Nottingham Declaration which is very much along the same lines but for local authorities.

**Supporting context / rationale for decisions**

8. The Council has recently entered into two pieces of work aimed at improving its position with regard to better understanding and facilitating the reduction of carbon emissions from the district's business and commercial sector. The first will provide information on the district's major carbon emitters within this sector and options available to the Council to help achieve tangible reductions. The second is a joint South Cambridgeshire and Cambridge City Council LSP-funded project to develop a

programme of practical support for workplaces across both local areas to work towards the objectives of the Cambridge Climate Change Charter.

9. The objectives of the Charter are of a generic nature and, with very minor alteration, could be applied to any organisation in any local area.
10. Although the joint LSP-funded practical support programme for workplaces could run across South Cambridgeshire without interested organisation signing up to an equivalent Charter for the district, it would seem to be a valuable opportunity missed not to do so.
11. The separate work being carried out at the moment into business and commercial carbon emissions for the district (due for completion end of July '09) will additionally raise the profile of climate change and sustainable energy for organisations which may well be interested in taking up the opportunity to make a voluntary commitment to tackle shared climate change objectives.
12. Some preliminary soundings have been taken with the City Council and they currently foresee no problems (only opportunities for dovetailed partnership working) with SCDC launching and promoting a complimentary Climate Change Charter with matching objectives.

### **Considerations**

13. It is hard to see any specific disadvantages from seeking to bring forward, launch and promote a South Cambridgeshire equivalent of the Cambridge Climate Change Charter.
14. In the light of the work the Council is undertaking on business and commercial carbon emissions, which will include an action plan of prioritised measures to help organisations in the sector reduce their emissions, the promotion of such a charter would very likely be brought forward as an appropriate tool to unite commitment and support for tackling climate change.
15. The charter approach is an established method and one, if properly supported (which the practical help for the workplace project should do), with a good track record.
16. The benefits include:
  - an outward-facing public commitment;
  - a specific framework for action;
  - creation of a 'community' of signatories and open communication channels;
  - generates a foundation for discourse, support and action planning;
  - provides an evaluation base from the measures committed to;
  - can be offered to any organisation wishing to make a commitment;
  - providing an immediate and important point of departure for the workplace carbon reduction project.
17. Such a charter should also click-in very effectively with the framework of SCDC's approach to encouraging the transition to sustainable energy and lower carbon living through the district's parishes (the South Cambs Sustainable Parish Energy Partnership). Organisations and businesses within participating parishes can be encouraged to sign-up to the Charter or, perhaps less formally, work within its aspirations with a view to signing-up in the future.

18. It should also be noted that both Cambridge City and South Cambridgeshire LSPs have expressed a desire to work more closely together.
19. Some of the wording of the current Cambridge Climate Change Charter is clearly focused upon businesses and organisations in the City. This would need to be altered in order to facilitate promotion across South Cambridgeshire – the City Council has indicated that this could be done quite readily. It is felt that the title of the Charter should remain the same. The branding is well established and is locally relevant. It was also envisaged by the City Council that the name need not necessarily be considered geographically relevant (as is the case with the Nottingham Declaration).
20. In order to facilitate the inclusion of South Cambridgeshire, the geographical references to the City could be either added to or removed and replaced with a more general non-specific reference to ‘local area’

### Implications

21. Financial	Contained within the LSP (LPSA Reward Grant) funding awarded to the climate change workplace support project (in partnership with Cambridge City Council).
Legal	None arising.
Staffing	Strategic Sustainability Officer – within Service Plan delivery.
Risk Management	Potential for missed opportunity to develop a more integrated, comprehensive and efficient response to tackling the climate change agenda for organisations and businesses across South Cambridgeshire.
Equal Opportunities	None arising.

### Consultations

22. SCDC Climate Change Working Group  
Cambridge City Council

### Effect on Strategic Aims

23.	<b>Commitment to being a listening council, providing first class services accessible to all.</b> Can be used readily as an additional vehicle to support the Sustainable Parish Energy Project as part of the Council’s work with parish councils on schemes for renewable energy and low-carbon living.
	<b>Commitment to ensuring that South Cambridgeshire continues to be a safe and healthy place for all.</b> Will support development and delivery by 2010 of the Climate Change Action Plan.
	<b>Commitment to making South Cambridgeshire a place in which residents can feel proud to live.</b> As above.
	<b>Commitment to assisting provision for local jobs for all.</b> None specific.
	<b>Commitment to providing a voice for rural life.</b> As above.

**Recommendation**

23. That the Portfolio Holder for Sustainability, Procurement and Efficiency approve the launch and promotion of an appropriately amended (i.e., geographically non-specific) version of the Cambridge Climate Change Charter for organisations and businesses across South Cambridgeshire.

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

- The Cambridge Climate Change Charter
- SCDC Climate Change Working Group 11 June 2009 paper of same title

**Contact Officer:** Richard Hales – Strategic Sustainability Officer  
Telephone: (01954) 713135

# The Cambridge Climate Change Charter

We ..... acknowledge that

- 1. evidence shows that climate change is occurring.
- 2. climate change will have increasingly significant effects on the people, organisations and environment of Cambridge.

We commit our organisation from this date ..... to contribute towards tackling climate change by

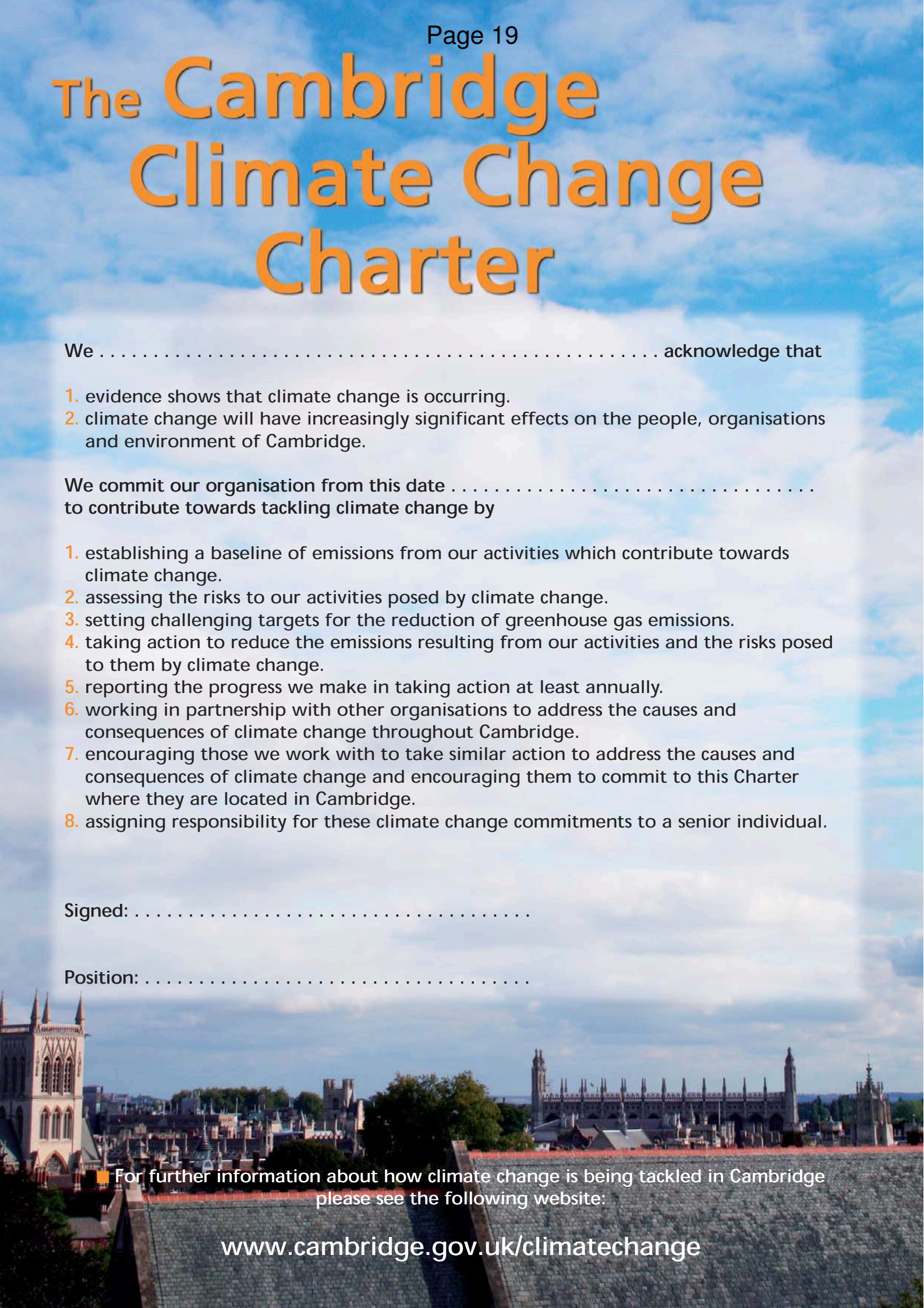
- 1. establishing a baseline of emissions from our activities which contribute towards climate change.
- 2. assessing the risks to our activities posed by climate change.
- 3. setting challenging targets for the reduction of greenhouse gas emissions.
- 4. taking action to reduce the emissions resulting from our activities and the risks posed to them by climate change.
- 5. reporting the progress we make in taking action at least annually.
- 6. working in partnership with other organisations to address the causes and consequences of climate change throughout Cambridge.
- 7. encouraging those we work with to take similar action to address the causes and consequences of climate change and encouraging them to commit to this Charter where they are located in Cambridge.
- 8. assigning responsibility for these climate change commitments to a senior individual.

Signed: .....

Position: .....

■ For further information about how climate change is being tackled in Cambridge please see the following website:

[www.cambridge.gov.uk/climatechange](http://www.cambridge.gov.uk/climatechange)





# Explanatory Notes

The Cambridge Climate Change Charter provides an effective means for signatories to demonstrate their commitment to tackling the causes and consequences of climate change. There is no requirement to have completed the associated actions before signing the Charter, or by a predetermined deadline. Signing the Charter heralds a commitment to act, and signatories will need to demonstrate progress in fulfilling this commitment.

## 1 Establishing a baseline of emissions from our activities which cause climate change.

This involves calculating the carbon emissions associated with energy use, transportation and waste disposal. Many tools exist for doing this and Cambridge City Council will share its experiences of using them to assist Charter signatories.

## 2 Assessing the risks to our activities posed by climate change.

Signatories will need to assess the risks posed by climate change to their activities, for example from more frequent heat waves, droughts, or intense storms. Cambridge City Council will share its approach in undertaking this risk assessment to assist Charter signatories.

## 3 Setting challenging targets for the reduction of greenhouse gas emissions.

The UK Government has set a target to reduce carbon dioxide emissions by 60% by 2050. The Charter does not specify what targets signatories should set, but they must be challenging and make a real contribution to the global effort to tackle climate change.

## 4 Taking action to reduce the emissions resulting from our activities and the risks posed to them by climate change.

Charter signatories will need to take a range of actions to reduce their greenhouse gas emissions, such as reducing energy and vehicle use, and to prepare their organisations for the impacts of climate change, such as modifying their buildings and planning for emergencies. Cambridge City Council will share the actions it is taking to assist Charter signatories and identify potential for joint working.

## 5 Reporting the progress we make in taking action at least annually.

Charter signatories will need to demonstrate the progress they are making in meeting the Charter commitments at least annually, for example on the internet.

## 6 Working in partnership with other organisations to address the causes and consequences of climate change throughout Cambridge.

By signing this Charter signatories will have already joined a common effort to tackle climate change. They will also have expressed a willingness to collaborate in future activities where a partnership approach seems more effective.

## 7 Encouraging those we work with to take similar action to address the causes and consequences of climate change and encouraging them to commit to this Charter where they are located in Cambridge.

The Cambridge Climate Change Charter will become more effective with more supporters, and signatories will therefore need to encourage those they work with to also support it.

## 8 Assigning responsibility for these climate change commitments to a senior individual.

As an indication of its commitment to fulfilling the Cambridge Climate Change Charter it will be signed by the head of supporting organisations. However, it is envisaged that responsibility for delivering these commitments and acting as a contact point regarding the Charter will be assigned to a senior individual within the organisation.



**SOUTH CAMBRIDGESHIRE DISTRICT COUNCIL**

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<b>REPORT TO:</b>	Sustainability, Procurement and Efficiency Portfolio Holder	23 July 2009
<b>AUTHOR/S:</b>	Chief Executive / Customer Service Coordinator	

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**CUSTOMER SERVICE STANDARDS PERFORMANCE MONITORING****Purpose**

1. To review first quarter (April 1 – June 30 2009) performance against the Council's Customer Service Standards.
2. Identify any areas of poor performance and incorporate corrective measures into the Service First work programme.
3. To consider the outcome of the Customer Service Excellence Desktop Self-Assessment and note next steps.

**Executive Summary**

4. Analysis of the first quarter shows the Council has consistently met its agreed service standards in respect of call handling and responding to complaints. In particular the Council has made a noted improvement in the number of days taken to respond to Local Government Ombudsman complaints. Whilst performing well, areas for improvement include the need to communicate corrective measures made as a result of customer feedback to our customers. This topic will be discussed within the Service First Steering Group and has been added to this years work plan. The group recognises the importance of promoting our successes and providing feedback on improvements we have made, particularly in response to complaints.
5. The Council commissioned CELLO MRUK Research, an independent market research organisation, to conduct an exit survey of visitors to the Council offices in Cambourne. 68% of respondents rated the service as excellent with a further 30% rating the service as good and 2% as fair. Zero respondents rated the service as poor. CELLO MRUK Research has been commissioned to repeat this survey each quarter for the current financial year. Findings will continue to be monitored and reported to the Service First steering group and the Portfolio Holder.
6. Results of the first quarter National Indicator 14 data capture show avoidable contact at 38%. 3,000 contacts were recorded over a two week period. 1,122 contacts were deemed avoidable, the two largest classifications were seeking clarification 34% and progress chasing 31%. Individual comments regarding each contact marked avoidable will be made available to those services involved in the data capture exercise. Services will be encouraged to use this information to improve service and reduce unnecessary contact.
7. During the first quarter the Council undertook a self-assessment against the National Customer Service Excellence Standard. The Service First Steering Group set out to assess how the Council measures against the standard and

identify key areas in need of improvement. This information will be used to inform the update of the Customer Service Strategy and accompanying work plan.

8. The results of the self-assessment suggest the level of meeting the criteria differs from service to service. For 50 of the 51 criteria at least one service area reports meeting the criteria in full. To achieve the standard all service areas must meet all criteria in full. The Council scored itself well on areas such as leadership, policy and culture but not so well on dealing effectively with problems and timely delivery.
9. The Service First Steering Group has discussed the findings and is considering how the Council could best use the Customer Service Excellence Standard as a driver for continuous improvement and a skills development tool.

**Considerations**

**Telephone Performance**

10. Telephone performance at South Cambridgeshire Hall has remained strong throughout the quarter as shown in Table 1.

**Table 1 Cambourne telephone performance**

Measure	Target	Apr-Jun 09
Calls abandoned	<5%	4%
Average wait time	<30secs	7secs

11. Performance at the Contact Centre has consistently met the Service Level Agreement.

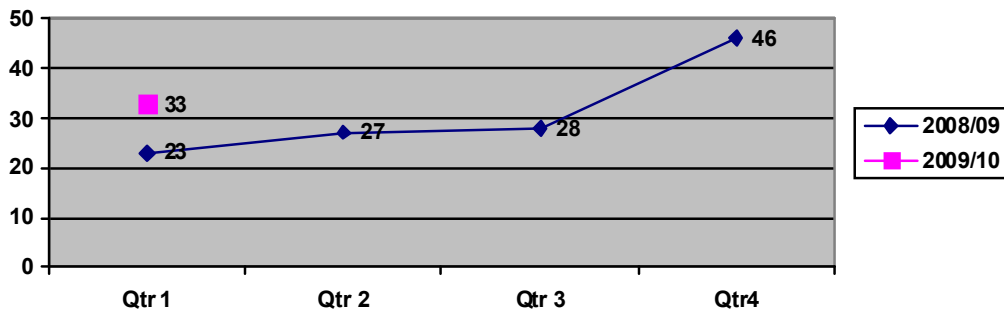
**Table 2 Contact Centre telephone performance**

Measure	SLA target	Apr-Jun 09
Calls abandoned	<5%	3%
Response times	<30secs	13secs
Call answering	80% within 20secs	84%
Switchboard answering	80% within 10secs	89%

**Complaints Performance**

12. In the first quarter the Council registered 29 complaints at stage one and four complaints at stage two of the formal process. Chart one details the number of complaints (stage one & two combined) per quarter in comparison to last year.

**Chart 1 – No. complaints (stage one & two combined) per quarter**



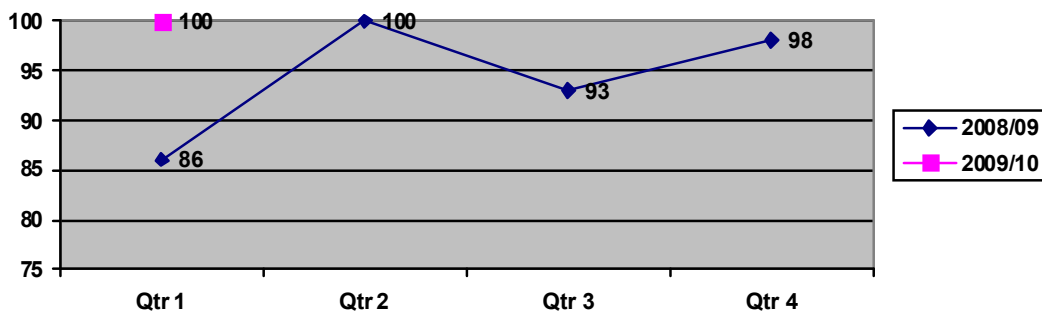
13. Table three shows that Planning and Sustainable Communities with Affordable Housing continue to generate the highest percentage of complaint.

**Table 3 – % complaints (stage one & two combined) per corporate area**

	Qtr 1 09 / 10	End of year 08 / 09
Planning & Sustainable Communities	29%	31%
Health & Environmental Services	13%	22%
Affordable Homes	50%	30%
Finance & Support Services	8%	16%
New Communities	0%	0%
Community & Customer Services	0%	1%

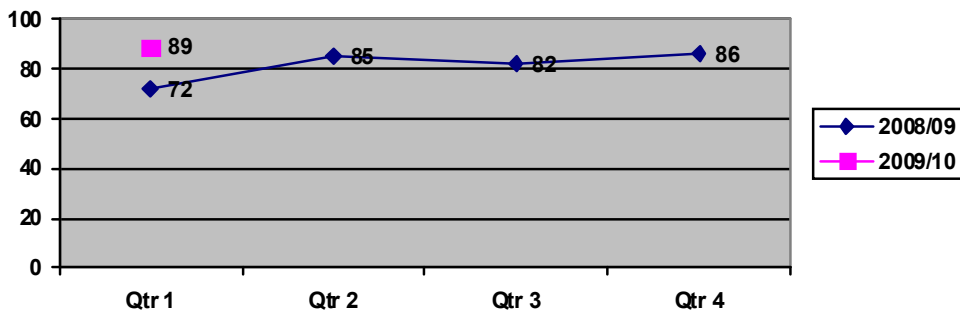
14. During the first quarter 100% of registered complaints were acknowledged within three working days. This is an improvement on the same period last year (86%) and an improvement on last years average (94%).

**Chart 2 – % complaints (stage one & two combined) acknowledged within target**



15. During the first quarter 89% of registered complaints were responded to within 10 days for stage one, and 20 days for stage two. This is an improvement on the same period last year (72%) and an improvement on lasts years average (81%). In the event a response is anticipated to exceed the publicised timescale, officers are asked to contact complaints to advise them when a response can be expected.

Chart 3 - % complaints (stage one &amp; two combined) responded to within target



16. Complaints in the first quarter continue the trends identified in 2008/09. The predominant themes of complaints continue to be; failure to communicate, service delivery and processes and / or procedures.

Table 4 – Complaint breakdown by broad theme

Theme	Qtr 1 09 / 10	End of year 08 / 09
Failure to communicate	16%	23%
Failure to act	11%	3%
Misinformation	8%	4%
Council Charges	8%	3%
Service Delivery	18%	32%
Staff Conduct	8%	5%
Processes and/or procedures	31%	30%

17. Satisfaction surveys have been sent to all registered complainants within the first quarter, with the exception of complaints that are still open. At present only one completed satisfaction survey has been returned. The respondent noted he was very dissatisfied with the complaints handling survey. As a result of the poor response rate the Customer Service Coordinator will be drafting a new letter to accompany the survey. The letter will detail the benefits and value of providing this information.

#### Local Government Ombudsman (LGO) Complaints

18. South Cambridgeshire District Council has received five complaints submitted by the Local Government Ombudsman during the first quarter. Table five breaks down the complaints by corporate area.

Table 5 Breakdown of LGO contacts by service area

	Apr – Jun 09
Affordable Housing	2
Planning & Sustainable Communities	3
Total	5

19. The Local Government Ombudsman continues to investigate the five complaints and has not communicated any decisions.
20. Table six shows an improvement on last years average response time. The Council are currently ahead of the 28-day target set by the Local Government Ombudsman.

**Table 6 Average response time for LGO complaints**

	<b>Apr – Jun 09</b>	<b>2008/09</b>	<b>LGO Target</b>
Average Response Time	23 days	37.5 days	28 days

**Learning from complaints**

21. It has been previously highlighted that the Council does not formally record improvements made as a result of complaints. In the event the Council makes a mistake, the complaints process commits to informing the customer of the corrective measures being taken. Analysis of complaint responses indicated that we are not recording or communicating our improvements / corrective measures to the customer.
22. To ensure effective communication of the improvements made as a result of customer feedback the corporate template for responding to complaints has been amended. The template now includes a section to communicate actions taken as a result of the complaint. There has been a marked improvement from service areas informing the customer of corrective measures taken as a result of a complaint.
23. The Service First Steering Group have agreed and produced a short 'Learning from complaints' form. The Customer Service Coordinator will attach this form to all complaints when sending to the relevant service area. The completed form will be requested with a copy of the complaint response. 'Learning from complaints' will be reported on a quarterly basis to Service First and Senior Management Team.
24. The value of sharing this information within the organisation and with our residents is recognised. The Service First Steering Group will be looking at how the Council makes this information readily available as part of its work towards the Customer Service Excellence Standard.

**Customer Satisfaction**

25. The Council commissioned CELLO MRUK Research, an independent market research organisation, to conduct a survey with visitors to the Council offices in Cambourne. The main aim of the survey was to establish how satisfied visitors were with the reception and other front line services.
26. The project was undertaken using face-to-face exit interviews. CELLO MRUK Research used its own fieldwork teams of social interviewers all trained to Interviewer Quality Control Scheme Standards (IQCS) in accordance with the Market Research Society. Interviewers were present for two days in April – Monday 20 and Thursday 23, 60 customers were surveyed.
27. Respondents were asked a number of questions. The questions and results directly relating to our Customer Service Standards are detailed below. A comprehensive analysis of the data is available separately.
28. Respondents were asked how long they had to wait to be seen by a receptionist. 83% of respondents did not have to wait to be seen by a receptionist. A further 10% said they had to wait one-two minutes. Relatively few visitors (7%) had to wait over two minutes with the longest waiting time recorded at 10 minutes (one respondent).

**Table 7 Length of time customer waited to be seen by a receptionist**

Did not have to wait	83%
1-2 minutes	10%
3-5 Minutes	3%
6-10 minutes	3%

29. Table eight details the percentage of customers offered a private interview room if requested. 15 % of customers surveyed requested a private interview room and 100% said a room was made available to them.

**Table 8 Percentage of customers offered a private room if requested**

% of customers offered a private interview room if requested	100%
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30. Table nine details the percentage of customers seen within 10 minutes of their appointment time. 22% of customers had a prearranged appointment and 100 % were seen within 10 minutes of the appointment time.

**Table 9 Percentage of customers seen within 10 minutes of appointment**

% of customers seen within 10 minutes of appointment time	100%
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31. Respondents were asked to rate the overall service by reception. The majority of customers surveyed were happy with the reception service – 68% rated it as excellent and 30% rated it as good. The remaining 2% said the service was fair.

**Table 10 Overall rating of reception service**

Excellent	68%
Good	30%
Fair	2%
Poor	0%

**National Indicator 14**

32. NI14: Reducing avoidable contact. By identifying customer contact that is 'avoidable', the Council and its partners are better placed to redesign the way services are delivered and information communicated. NI14 aims to assist the Council in reducing unnecessary, valueless contacts which are frustrating for the customer and inefficient for the provider.
33. Data will be collected over a two-week period each quarter. First quarter data capture took place on weeks commencing 15 and 22 June 2009. Services collecting data include:
- Benefits
  - Non-Domestic Rates
  - Council Tax
  - Planning Services
  - Building Control
  - Licensing
  - Food Safety
  - Pollution
  - Pest Control
  - Street Cleaning
  - Waste Collection
  - Property Services
  - Options & Allocations

- Electoral Register

34. Tables 11 and 12 detail the percentage of contact deemed avoidable and their classification. 1,122 of contacts were recorded as avoidable. A comprehensive analysis of NI14 data is available separately.

**Table 11 – Percentage of avoidable & unavoidable contact**

<b>Avoidable Contact</b>
38%

**Table 12 – Avoidable contact categories**

Unnecessary Clarification	Poor Signposting	Repeat Notification	Progress Chasing	Repeat Contact
34%	23%	8%	31%	4%

**Customer Service Excellence Self Assessment**

35. During May and June 2009 the Council undertook a desktop self-assessment against the National Customer Service Excellence Standard. The Service First Steering Group set out to assess the Council against the standard and to identify areas in need of improvement. A large section of services took part in the assessment including services from New Communities, Health and Environmental Services, Planning & Sustainable Communities and Affordable Homes.
36. Services were asked to rate how their services met the criteria of the standard. Four options were available: 100%, >50%. <50%, 0%. Results indicate the level of meeting the criteria differs from service to service.
37. The Customer Service Excellence Standard is made up of 51 criteria and results show that whilst no single service meets all criteria in full, at least one service meets 50 of the 51 criteria in full. To gain formal accreditation the Council must meet all criteria in full and be able to provide evidence of doing so.
38. The Service First Steering Group have reviewed the results of the self-assessment and are considering how best to use the Customer Service Excellence Standard as a driver for continuous improvement and a skills development tool.

**Implications**

39. Financial	A dedicated budget of £8,500 has been included within the Estimates for 2009/10 for Service First initiatives.
Legal	None
Staffing	The Service First Team has been tasked to improve, monitor and develop customer service throughout the Council, enabling services to work towards the annual vision and values.
Risk Management	Lack of progress on the embedding of Council values. Poor perception of local services/ Council, leading to low NI scores on satisfaction ratings, resulting in lowered CAA performance and poor reputation. Improving customer service within the financial constraints faced by the Council, particularly in the current economic downturn

Equal Opportunities	<p>Our customer service strategy will need to take into account our statutory duties in relation to equalities and ensure that our services are open to, and, accessible by all our residents and reflect the diversity of our rural district.</p> <p>A new Customer Service Strategy will be subject to an Equality Impact Assessment (EQIA) to ensure that it is able to deliver against the above requirements.</p>
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**Effect on Strategic Aims**

40.	<table border="1"> <tr> <td data-bbox="336 530 1375 701"> <p><b>Commitment to being a listening council, providing first class services accessible to all.</b></p> <p>The Customer Service Strategy sets out how the Council will meet its short- and longer-term objectives to provide first class and accessible services to its customers.</p> </td> </tr> <tr> <td data-bbox="336 701 1375 837"> <p><b>Commitment to ensuring that South Cambridgeshire continues to be a safe and healthy place for all.</b></p> <p>None specific.</p> </td> </tr> <tr> <td data-bbox="336 837 1375 974"> <p><b>Commitment to making South Cambridgeshire a place in which residents can feel proud to live.</b></p> <p>None specific.</p> </td> </tr> <tr> <td data-bbox="336 974 1375 1077"> <p><b>Commitment to assisting provision for local jobs for all.</b></p> <p>None specific.</p> </td> </tr> <tr> <td data-bbox="336 1077 1375 1180"> <p><b>Commitment to providing a voice for rural life.</b></p> <p>None specific.</p> </td> </tr> </table>	<p><b>Commitment to being a listening council, providing first class services accessible to all.</b></p> <p>The Customer Service Strategy sets out how the Council will meet its short- and longer-term objectives to provide first class and accessible services to its customers.</p>	<p><b>Commitment to ensuring that South Cambridgeshire continues to be a safe and healthy place for all.</b></p> <p>None specific.</p>	<p><b>Commitment to making South Cambridgeshire a place in which residents can feel proud to live.</b></p> <p>None specific.</p>	<p><b>Commitment to assisting provision for local jobs for all.</b></p> <p>None specific.</p>	<p><b>Commitment to providing a voice for rural life.</b></p> <p>None specific.</p>
<p><b>Commitment to being a listening council, providing first class services accessible to all.</b></p> <p>The Customer Service Strategy sets out how the Council will meet its short- and longer-term objectives to provide first class and accessible services to its customers.</p>						
<p><b>Commitment to ensuring that South Cambridgeshire continues to be a safe and healthy place for all.</b></p> <p>None specific.</p>						
<p><b>Commitment to making South Cambridgeshire a place in which residents can feel proud to live.</b></p> <p>None specific.</p>						
<p><b>Commitment to assisting provision for local jobs for all.</b></p> <p>None specific.</p>						
<p><b>Commitment to providing a voice for rural life.</b></p> <p>None specific.</p>						

**Recommendation**

41. That the Portfolio Holder note the performance against the customer service standard.

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

South Cambridgeshire District Council Reception Survey Wave 1

**Contact Officer:** Paul Knight – Customer Services Coordinator  
 Telephone: 01954 713309  
 Email: Paul.Knight@scambs.gov.uk



Date of Portfolio Holder Meeting	Agenda Item	Purpose	Corporate Manager(s)	Responsible Officer(s)
24-Sep-09	Customer Service Strategy 2009-12	Approval of updated strategy	Denise Lewis	Paul Knight
10-Dec-09	Draft Service Plan 2010/11	Consideration of draft	Executive Director (Corporate Services), Jo Mills, Dale Robinson	Executive Director (Corporate Services), Jo Mills, Dale Robinson
22-Jan-10	Capital & Revenue Estimates, Council Tax, Prudential Indicators & Review of Medium Term Financial Strategy 2010/11	Consideration of estimates prior to Scrutiny and Cabinet consideration and Council agreement	Executive Director, Corporate Services	Peter Harris
22-Jan-10	Final Service Plan 2010/11	Approval of final plan	Executive Director (Corporate Services), Jo Mills, Dale Robinson	Executive Director (Corporate Services), Jo Mills, Dale Robinson
04-Mar-10				
08-Apr-10				

Corporate Objectives / Council Values
Listening Council, providing first class services accessible to all
All
All
All