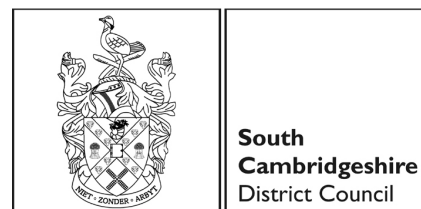


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10 January 2011

To: Councillor Tom Bygott, Portfolio Holder

Mark Hersom

Sebastian Kindersley

Scrutiny and Overview Committee
Monitor and Opposition Spokesman
Opposition Spokesman

Dear Sir / Madam

You are invited to attend the next meeting of **POLICY AND PERFORMANCE PORTFOLIO HOLDER'S MEETING**, which will be held in **JEAVONS ROOM, FIRST FLOOR** at South Cambridgeshire Hall on **TUESDAY, 18 JANUARY 2011** at **11.00 a.m.**

Yours faithfully
JEAN HUNTER
Chief Executive

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

AGENDA		PAGES
PROCEDURAL ITEMS		
1.	Declarations of Interest	
2.	Minutes of Previous Meeting The Portfolio Holder is asked to sign the minutes of the meeting held on 16 November 2010 as a correct record.	1 - 4
RECOMMENDATIONS TO CABINET / COUNCIL		
3.	Capital and Revenue Estimates for the Policy and Performance Portfolio 2011/12 (Key)	5 - 16
DECISION ITEMS		
4.	Draft Service Plans 2011/12 (Key)	17 - 20
STANDING ITEMS		
5.	Forward Plan 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 the Portfolio Holder, or recommendation to, or referral by, the Portfolio Holder to Cabinet, Council, or any other constituent part of the Council. The plan will be updated as necessary. The Portfolio Holder will be	21 - 22

responsible for the content and accuracy of the forward plan.

6. Date of Next Meeting

The next scheduled meeting is 15 February 2011, commencing at 11am.

OUR VISION

- We will make South Cambridgeshire a safe and healthy place where residents are proud to live and where there will be opportunities for employment, enterprise and world-leading innovation.
- We will be a listening Council, providing a voice for rural life and first-class services accessible to all.

OUR VALUES

We will demonstrate our corporate values in all our actions. These are:

- Trust
- Mutual respect
- A commitment to improving services
- Customer service

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- **Do not** re-enter the building until the officer in charge or the fire brigade confirms that it is safe to do so.

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No member of the public shall be allowed to bring into or display at any Council meeting any banner, placard, poster or other similar item. The Chairman may require any such item to be removed.

Disturbance by Public

If a member of the public interrupts proceedings, the Chairman will warn the person concerned. If they continue to interrupt, the Chairman will order their removal from the meeting room. If there is a general disturbance in any part of the meeting room open to the public, the Chairman may call for that part to be cleared.

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Mobile Phones

Visitors are asked to make sure that their phones and other mobile devices are set on silent / vibrate mode during meetings or are switched off altogether.

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SOUTH CAMBRIDGESHIRE DISTRICT COUNCIL

Minutes of the Policy and Performance Portfolio Holder's Meeting held on
Tuesday, 16 November 2010 at 11.00 a.m.

Portfolio Holder: Tom Bygott

Councillors in attendance:

Scrutiny and Overview Committee monitors: -

Scrutiny and Overview Committee monitors and Opposition spokesmen: Mark Hersom

Opposition spokesmen:

-

Also in attendance: Douglas de Lacey, Jose Hales, Lynda Harford and Bridget Smith (from 12:10pm)

Officers:

Rachael Fox	Customer Service Co-ordinator
Paul Howes	Corporate Manager, Community and Customer Services
Maggie Jennings	Democratic Services Officer
Richard May	Policy & Performance Manager
Steve Rayment	Head of ICT

20. DECLARATIONS OF INTEREST

None.

21. MINUTES OF PREVIOUS MEETING

The minutes of the meeting held on 21 September 2010 were agreed as a correct record. There were no matters arising.

22. INFORMATION & COMMUNICATIONS TECHNOLOGY (ICT) SECURITY POLICY AND USAGE GUIDELINES

The Head of ICT explained that a decision was required on the revision of an extract from the current Policy, which included the changes made as a result of Government Connect, together with best practice. The main change to the policy was establishing the prohibition of access from unreliable sources.

Concern was expressed by one Member regarding security of passwords, citing that at least one member of the ICT service would be aware of passwords used by Members. The Head of ICT informed the meeting that all IT support officers had the ability to access everyone's computer/network account and that passwords could be changed by users at any given time.

Concern was also expressed that a number of Members found it difficult to access the current IT system. It was, however, noted that at recent training sessions aimed at helping Members, very few actually attended.

It was noted that from March 2011, the Council would be required to introduce encryption

of data; the complexity of which, may prove challenging for some users. As sensitive council information was password protected, the risk would be data that was uploaded by users themselves. The Information Management Team were also looking into the encryption of e-mails, however, those accessing via the GCSx network would not require encryption.

Some typographical changes within the Policy were requested, namely:

- Paras 2.11, the addition of the word '*be*' between ...circumstances will modems *be* used by third parties
- Paras 3.2, 3.6 and 6.7, the addition of the word '*the*' between ... Access to *the* Council's network and systems

The Portfolio Holder **AGREED** the revised ICT Security policy and usage guidelines 2010/11, subject to the minor typographical changes made at the meeting.

In response to Member concerns, the Head of ICT agreed that a specific Member ICT Security Policy would be drafted and available for comment early 2011. **Action: Steve Rayment**

23. MEMBERS' ICT RELATED ISSUES

The Head of ICT informed the Portfolio Holder that as a result of revised CoCo (v4.1) requirements, it had allowed changes to make the process of accessing the Council's ICT systems easier for Members. Tests were ongoing before finalisation of the changes could become effective. To access the systems would require only one user ID and it would enable support for Members to be achieved remotely and aid problem resolution.

Whilst those Members present welcomed the changes to simplify secure access, all those, apart from one Member indicated that they were happy with the current system.

The Portfolio Holder **NOTED** the contents of the report.

Councillor Douglas de Lacey left the meeting at 12:19, prior to completion of this item.

24. INTEGRATED BUSINESS MONITORING REPORT 2010/11: FIRST AND SECOND QUARTER

Consideration was given to the contents of the report and accompanying appendices relating to projected expenditure and performance at the end of the 2010/11 second quarter. As a result of the ensuing discussion, the following issues were raised:

- The £10k underspend on Homelessness; this may reduce depending on client needs
- The £20k overspend in Development Control; this was due to the requirement to seek specialist external legal advice
- The underspend in respect of Concessionary Fares. This function was expected to be taken over by the County Council in April 2011
- A balance of £109k savings was required in order to balance the required savings target
- The target relating to enhanced street cleansing within 10 of the larger villages would progress to red if funding was not reinstated
- Additional funding in respect of the Sustainable Parish Partnership would be considered during the budget setting process in February 2011

- It was confirmed that the Member Development Charter was signed by the Leader, the Leader of the main Opposition Group and the Chief Executive at Cabinet on 11 November 2010
- It was expected that £274k for ICT Development would be spent by the end of the financial year

The Portfolio Holder **NOTED** the report.

25. FINANCIAL MONITORING REPORTS 2010/11: SECOND QUARTER

The Portfolio Holder was informed that the £14k underspend within the Policy & Performance service had originally been earmarked to conduct a place survey; this had now been abolished, however the monies would now be used for customer satisfaction surveys before the end of the financial year. A suggestion was made that work experience students could be used to help with the surveys; this idea would be taken forward by the Corporate Manager.

The Portfolio Holder **NOTED** the contents of the report.

26. SERVICE IMPROVEMENTS & PERFORMANCE INDICATORS 2010/11: SECOND QUARTER

The Portfolio, having been informed that the action number 1.7.1 (p. 50 of the agenda) relating to Scrutiny and Overview had now been finished and therefore its status was Green, **NOTED** the contents of the report.

27. CUSTOMER SERVICE PERFORMANCE 2010/11 - SECOND QUARTER

The joint Customer Service Standards Performance and Complaints/Compliments report was considered by the Portfolio Holder and the following issues raised:

- Complaints had risen by 50% within the second quarter
- The slippage in the Contact Centre performance was due to several factors. It was, however, continuing to meet the targets set out in the service level agreement
- Not all services returned completed 'learning from complaints' forms
- Details of performance would be published on the Customer Service Excellence website

The Portfolio Holder **NOTED** the report

28. CUSTOMER SERVICE EXCELLENCE (CSE) UPDATE

The Customer Service Coordinator presented an updated report in respect of progress with the corporate project to achieve Customer Services Excellence (CSE) accreditation for the whole Council during 2011. She stated that the project was beginning to generate positive outcomes in terms of greater staff engagement in a customer service culture. Initiatives arising from the corporate project plan such as a revised staff and team recognition scheme for good customer service, to be launched in January 2011, would assist this process further.

The Portfolio Holder **NOTED** the contents of the report.

29. FORWARD PLAN

The Portfolio Holder **NOTED** the contents of the Forward Plan with the addition of the following items for the meeting on 15 March 2011:

- Review of ICT Security Policy
- Review of ICT Strategy

30. DATE OF NEXT MEETING

The date of the next meeting would be held at 11am on 18 January 2011.

The Meeting ended at 12.46 p.m.

SOUTH CAMBRIDGESHIRE DISTRICT COUNCIL

REPORT TO: Policy & Performance Portfolio Holder

18 January 2011

AUTHOR/S: Executive Director, Corporate Services / Head of Accountancy

REVENUE AND CAPITAL ESTIMATES FOR THE POLICY AND PERFORMANCE PORTFOLIO**Purpose**

1. To consider the Revenue and Capital Estimates up to the year 2011-12.
2. This is not a key decision. However, the report presents the relevant 2010-11 revised and 2011-12 estimates for endorsement by the Portfolio Holder, prior to being included as part of the overall estimates to be presented to the Cabinet and confirmed by Council in February 2011.

Recommendations

3. That the Policy and Performance Portfolio Holder:
 - a) endorses the Revenue and Capital Estimates and fees for 2011-12 relating to services within the Portfolio and recommends them for consideration by the Cabinet
 - b) approves the Street Naming and Numbering scheme of charges

Background

4. The estimates for the Policy and Performance Portfolio form part of the overall considerations for the Council's annual budget setting exercise and include the following services:
 - Policy and Performance
 - Street Naming and Numbering
5. The Finance and Staffing Portfolio Holder approved the Staffing and Central Overhead Estimates on 14 December 2010. The recharges approved at that meeting are recharged to all services, as appropriate. These are termed as Central, Departmental and Support Services in the detailed estimates and the analysis reflects the current service structure. It should be noted that, as all the recharges have already been approved, individual portfolio holders cannot amend them.
6. The estimates for each portfolio are being reported to the relevant Portfolio Holder. These estimates will then be summarised in a report for examination by the Scrutiny and Overview Committee on 7 February 2011, consideration by the Cabinet on 10 February, and finally, presentation to the Council on 24 February for confirmation of the estimates and levels of the Council Tax and Rents.
7. The Revenue Estimates are set out in **Appendix A**.

8. Provisions for inflation have been applied only in cases where price increases can be justified. No automatic inflation allowance has been applied, but the 2.5% overall assumption of non-pay inflation in the Medium Term Financial Strategy remains as the overriding level of provision.
9. Where applicable, the estimates of each portfolio take account of any rollover of budget from the previous year and virement made during the year; they also incorporate expenditure approvals by Cabinet and Council up to November 2010.
10. All the estimates exclude the small number of 'Precautionary Items', which are listed at the back of the current estimate book. They are specific, exceptional items of expenditure that may or may not occur during the budget period, but if they did the Council would be required to meet them. An updated list will be presented to the Cabinet on 10 February 2011; one item of £50,000 for ICT (capital) has been identified within this Portfolio.

Considerations

REVENUE ESTIMATES: REVISED 2010-2011 AND ESTIMATES 2011-12

11. The revenue estimates for this Portfolio are shown at **Appendix A**. The total estimates have been analysed between direct costs, capital charges (none at present) and recharges, so that the direct costs can be identified for comparison. This is considered appropriate because the direct costs are specifically within the control of the relevant cost centre manager. By contrast, the Staffing and Overhead Estimates determine the recharges and the capital charges are notional charges that do not affect the overall expenditure of the Council. Compared with the 2010-11 original estimates, the net direct costs increased by £690 in the Revised Estimates and decreased by £13,340 in the 2011-12 Estimates. The decrease in 2011-12 is due primarily to a reduction in expenditure on public consultation (paragraph 14).
12. The **Appendix A** also shows a net direct costs comparison for both years, between the expected target expenditure and the new estimates that have been compiled for this meeting; the target was arrived at by taking the total direct costs in the original 2010-11 estimates and adjusting for any virement, rollover, approved additional expenditure and, for next year, inflation. The result is that the 2010-11 Revised Estimate is £12,890 over the target, primarily due to the non-realisation of income due to delays in implementing charges, and £1,780 over the target in 2011-12.
13. Comments on the individual estimate headings are given in the following paragraphs. All comparisons therein are made with the original 2010-11 estimates. All the 2011-12 estimates include an element of inflation, where necessary. A general overview of recharges is given in paragraph 16.
14. **Policy and Performance Service**

The cost of Policy and Performance has decreased by £660 in the revised estimate compared to the original estimate 2010-11 and increased by £3,330 against the 2011-12 estimates, primarily through decreases in direct costs of £26,960, and an increase in recharges of £30,290.

Estimate variations include:

- (a) The Service First 2010-11 original estimate of £18,200 included programme slippage of £5,900 for work towards the achievement of the Customer Service

Excellence Standard, agreed by Cabinet as a Council action (October 2009). The estimate of £12,300 in 2011-12 reflects the ongoing base estimate.

- (b) In the 2010-11 original estimate £11,000 has been included for the annual Customer Satisfaction Survey and £10,000 for a Place Survey: an assessment of the quality of life of district residents. The Council has been able to use internal resources to facilitate the customer survey and is no longer required to complete a Place Survey, allowing £12,800 expenditure to be vired to support partnership working where LPSA funding had been withdrawn and £7,800 for and temporary Equalities Support Officer, the revised 2010-11 estimate reflects this reallocation of resources. The 2011-12 Estimates reflect the base budget of £11,000 to support work on measuring customer satisfaction, consulting on the Council's current and future priorities and exploring new means of engagement and participation arising from the Government's localism agenda.
- (c) A Housing Tenants survey, for services within the Housing Revenue Account, had been planned for 2010-11 the costs of which would be recharged directly to the service concerned, this is no longer required thereby reducing the net expenditure shown within the Policy and Performance estimates and removing the recharge to the Housing Revenue Account.
- (d) In the 2011-12 Estimates CorVu development has been reduced by £1,000 to reflect planned expenditure.
- (e) The Revised 2010-11 Benchmarking estimate includes funding for the Sparsity group (local authorities with similar sparsity criteria), the decrease from the original estimate reflecting actual costs.

15. Street Naming and Numbering

The cost of Street Naming and Numbering has increased by £37,170 in the revised estimate compared to the original estimate 2010-11 and by £31,830 against the 2011-12 estimates, the increase relates to recharges and the non realisation of income.

In the original estimates £23,000 income had been included relating to the introduction of charges for naming a new or renaming an existing property, implementation of the new charging scheme has been delayed and will now be introduced in 2011. The proposed schedule of charges is shown in the table below:

Activity		Proposed Fee
Naming a new or renaming an existing property		£25 per dwelling
Addressing a new development	1 plot	£25
	2 – 5 plots	£50
	6 – 10 plots	£100
	11 – 25 plots	£175
	26 – 50 plots	£250
	51 – 100 plots	£400
	101+ plots	£500 + £5 per additional plot over 101
Change to a development of more than 5 plots after notification		£100

Street naming following local request	£250 + £5 per property affected
Confirmation of address details	£25 per dwelling

The 2011-12 Estimate includes an estimate for chargeable fees of £10,520 based on projections of housing completions. The balance of £1,260 relates to income from the Post Office for address information held on the Council's gazetteer.

16. **Recharges from Staffing and Overhead Accounts** – Central, Departmental and Support Services (see estimates report to the Finance and Staffing Portfolio Holder 14 December 2010):
- (a) The total estimated recharges from Staffing and Central Overhead Accounts to this portfolio increased by £25,820 (10.16%) from £253,950 in the 2010-11 Original Estimate to £279,770 in the 2010-11 Revised Estimates. The 2011-12 Estimate of £292,450 is £38,500 (15.16%) higher than the 2010-11 original estimate. In both years, the majority of the increase is due to increased hours through restructuring and changes to staff time allocations. The change in recharges to this portfolio may be compared with the Council's overall recharges to services, as below.
 - (b) In general, the level of recharges depends on the cost of the service and support officers' time, ICT, Contact Centre, administrative buildings (mainly the Cambourne Office), Central Expenses and Central Support Services. Over the whole Council, these costs to be recharged were £17.420m in the 2010-11 original estimates, £17.308m in the 2010-11 revised estimates and £17,063m in the 2011-12 estimates. These equate to decreases of £0.112m (-0.6%) in 2010-11 and £0.357m (2.0%) in 2011-12, when compared with the 2010-11 original estimate. The main reasons for the 2010-11 decrease were lower capital charges, which reflects assets that have been fully depreciated and adjustments to the expected useful life of the remaining assets, and reduced costs from procurement projects and contract negotiations, partly offset by provision to meet Asset Management Plan requirements for the Cambourne Office. In 2011-12, these are augmented by reduced staffing costs resulting from the various restructuring exercises that have taken place, being partly offset by an increase in business rates for the Cambourne Office due to reducing transition relief.
 - (c) The costs being recharged to each portfolio, however, depend on how the above sums are allocated across services. Most central overhead costs are distributed per head to each officer, whose total cost is then allocated according to the officer's latest estimate of time spent on each service.
17. **CAPITAL ESTIMATES: Revised 2010-11 and Estimates 2011-12 to 2015-16**
The overall capital programme for the Council will be subject to further consideration by the Cabinet and Council, due to the current shortfall of capital funding. The detailed capital estimates for ICT are shown as **Appendix B**.
18. **Value for money**
- The value for money assessment requires an organisation to have a sound understanding of its costs. The costs per head of population are shown below for the two services of this portfolio. Comparison with our nearest statistical neighbours in terms of population, age profile of population, density, sparsity, etc. is not possible for these individual services the cost per head being included within the broad headings

of Corporate and Democratic Core and Planning Development Control. There may be other appropriate unit costs but the costs per head shown below gives a preliminary indication of services where further understanding of our costs, combined with performance, may be needed.

	2007-08 Actual	2008-09 Actual	2009-10 Actual	2010-11 Revised Estimate	2011-12 Estimate
	£ per head	£ per head	£ per head	£ per head	£ per head
Policy and Performance	1.45	1.77	1.48	1.75	1.71
Street Naming and Numbering	0.51	0.51	0.48	0.55	0.50

Options

19. To detail and evaluate the different decisions that could be taken by the meeting.

Implications

20. Financial:
The estimates for the General Fund Services of this Portfolio will be included in the General Fund Summary of estimates along with the expenditure of other Portfolios.

21.	Financial	The financial implications resulting from this report are set out in paragraphs 11 to 18 above.
	Legal	There are no direct legal implications resulting from this report. The Estimates show the financial effect of decisions that have already been made.
	Staffing	There are no additional staffing implications resulting from this report. The estimates reflect staffing decisions already made.
	Risk Management	These estimates need to be endorsed so that they can be included in the General Fund Summary to be presented to Cabinet and confirmed by Council in February 2011.
	Equality and Diversity	There are no direct equality and diversity implications resulting from this report. Equality and diversity issues will have been considered in the decisions which these estimates reflect.
	Equality Impact Assessment completed	No As above
	Climate Change	There are no direct climate change implications resulting from this report. Climate change issues will have been considered in the decisions which these estimates reflect.

Consultations

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

Effect on Strategic Aims

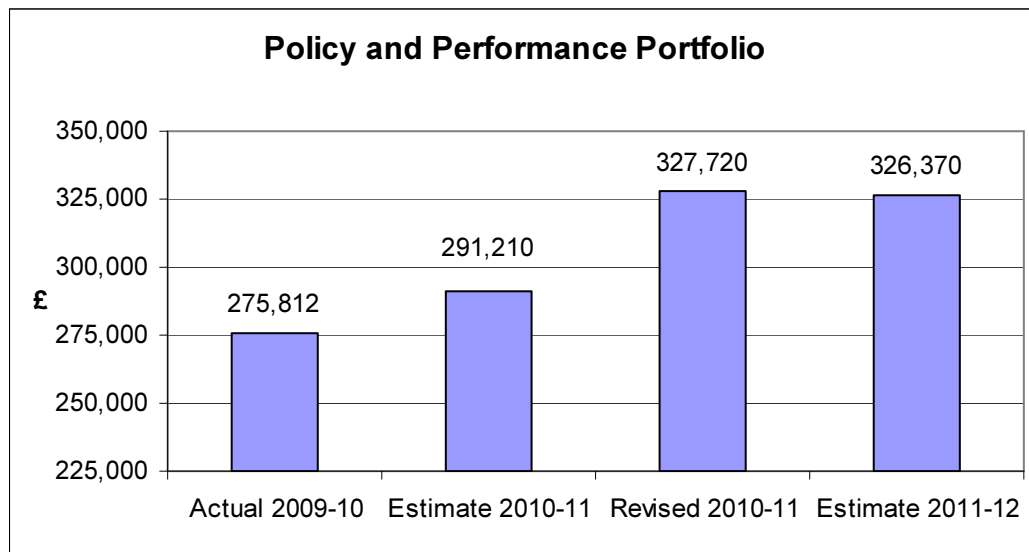
23. To determine detailed Policy and Performance Portfolio budgets to provide the resources for the Council to continue its services to achieve its strategic aims as far as possible within the current financial constraints.

Conclusions / Summary

24. The total net expenditure as shown at **Appendix A** is reproduced below to show the percentage increase between budgets.

Year	Amount £	Increase/(decrease) £	Increase/(decrease) %
2009-10 Actual	275,812		
		+15,398	+5.58%
2010-11 Estimate	291,210		
		+36,510	+12.54%
2010-11 Revised	327,720	+ 35,160	+12.07%
		-1,350	-0.47%
2011-12 Estimate	326,370		

These comparisons are shown diagrammatically below:



25. The increase in expenditure from 2009-10 to the 2010-11 original estimates of £15,398 is mainly due to slippage on Service First/Customer Service Excellence within the Policy and Performance Service offset by an increase in the estimated income on Street naming and Numbering and an increase in recharges from the Staffing and Overheads Accounts as a result of restructuring.
26. The increase of £36,510 in the revised 2010-11 estimates compared to the original estimate in 2010-11 is due to a reduction of £22,310 in Policy and Performance direct costs, an increase of £23,000 on Street Naming and Numbering due to slippage on the implementation of new charges and an increase of £35,820 in Staffing and other recharges allocated to services.
27. There was an increase of £35,160 in 2011-12 compared with the original estimate in 2010-11. This was largely as a result of an overall increase in recharges of £48,500,

and decreases as set out in the report. The changes in direct costs are set out on the table in **Appendix A**.

28. With regard to direct costs only, it can be seen from the comparison of estimates with the savings target on **Appendix A**, that the estimated direct costs in the 2011-12 estimates exceeds the required target by £1,780, and the revised 2010-11 estimates by £12,890.

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

Estimates files within Accountancy Services

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

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APPENDIX A

Actual 2009/10 £	POLICY AND PERFORMANCE PORTFOLIO	Estimate 2010/11 £	Revised 2010/11 £	Estimate 2011/12 £
NET EXPENDITURE SUMMARY				
208,185	Policy & Performance	249,670	249,010	253,000
67,627	Street Naming & Numbering	41,540	78,710	73,370
<u>275,812</u>		<u>291,210</u>	<u>327,720</u>	<u>326,370</u>
Analysis of Total Net Expenditure				
42,035	Net Direct Costs	47,260	47,950	33,920
0	Capital Charges	0	0	0
0	Recharges to Housing Revenue Account	(10,000)	0	0
233,777	Recharges from Staffing and Overheads Accounts	253,950	279,770	292,450
<u>275,812</u>		<u>291,210</u>	<u>327,720</u>	<u>326,370</u>

COMPARISON OF ESTIMATE OF DIRECT COSTS WITH APPROVED TARGET

Net direct costs original estimate	47,260	47,260
Virement		
Policy and Performance		
Consultation-customer satisfaction survey	(10,000)	
Agency Staff	7,800	
Consultation - place survey	(10,000)	(10,000)
Other adjustments		
Policy and Performance		
Consultation-Housing Tenants Survey	(10,000)	
Consultation-Housing Tenants Survey	10,000	
Customer Service Excellence - 2010/11 only		(5,900)
		<u>31,360</u>
Inflation allowance of 2.5% on 2010/11 adjusted estimate		780
Adjusted Original Estimate - TARGET ESTIMATE	<u>35,060</u>	<u>32,140</u>
Direct costs in Revised Estimate 2010/11 and Estimate 2011/12	<u>47,950</u>	<u>33,920</u>
Surplus/(Deficit) compared to approved target	(12,890)	(1,780)

Actual 2009/10 £		Estimate 2010/11 £	Revised 2010/11 £	Estimate 2011/12 £
POLICY & PERFORMANCE				
EXPENDITURE				
	Supplies & Services			
0	Agency Staff	0	7,800	0
	Consultation			
5,536	Service First	18,200	18,200	12,300
0	Customer Satisfaction Consultation	11,000	1,000	11,000
0	Housing Tenants Survey	10,000	0	0
1,017	Place Survey	10,000	0	0
5,965	Values Project	0	0	0
10,272	CorVu Development	5,000	5,000	4,000
2,095	Benchmarking	2,210	2,100	2,150
	Central Departmental and Support Services			
13,039	Chief Officers and Housing Futures	8,080	0	0
97,433	Community and Customer Services	121,940	159,200	177,660
38,101	Corporate Services	39,160	36,680	20,300
19,994	Planning Services	18,990	14,750	12,570
3,402	Affordable Homes	3,540	2,290	2,380
11,331	Health and Environmental Services	11,550	1,990	10,640
<u>208,185</u>		<u>259,670</u>	<u>249,010</u>	<u>253,000</u>
	INCOME			
0	Recharge to Housing Revenue Account	(10,000)	0	0
<u>208,185</u>	NET EXPENDITURE carried to Portfolio Summary	<u>249,670</u>	<u>249,010</u>	<u>253,000</u>

Actual 2009/2010 £		Estimate 2010/2011 £	Revised 2010/2011 £	Estimate 2011/2012 £
	STREET NAMING AND NUMBERING			
	EXPENDITURE			
	Supplies and Services			
18,738	Materials	15,850	15,850	16,250
	Central, Departmental and Support Services			
351	Community & Customer Services	350	450	450
50,126	Corporate Services	50,340	64,410	68,450
<hr/> 69,215	TOTAL EXPENDITURE	<hr/> 66,540	<hr/> 80,710	<hr/> 85,150
	INCOME			
(1,588)	Fees	(25,000)	(2,000)	(11,780)
<hr/> 67,627	NET EXPENDITURE	<hr/> 41,540	<hr/> 78,710	<hr/> 73,370
	carried to Portfolio summary			

APPENDIX B									
Actual		Estimate	Revised	Estimate	Estimate	Estimate	Estimate	Estimate	
2009/2010		2010/2011	2010/2011	2011/2012	2012/2013	2013/2014	2014/2015	2015/2016	
£		£	£	£	£	£	£	£	
CAPITAL EXPENDITURE									
Policy & Performance Portfolio									
ICT Development:									
34,646	PC Refresh Programme	35,000	25,600	35,000	35,000	35,000	35,000	35,000	
44,024	New Server Technologies	20,000	20,000	20,000	20,000	20,000	20,000	80,000	
16,600	Share Point Portal Server	35,000	35,000	0	5,000	0	5,000	0	
50,254	Government Connect	0	0	5,000	5,000	5,000	5,000	5,000	
0	Network Infrastructure upgrade	0	0	0	0	100,000	100,000	0	
0	Network security	0	0	10,000	10,000	10,000	10,000	10,000	
0	Data centre cabling	10,000	10,000	0	0	0	0	0	
0	Terminal Services Cluster	20,000	20,000	0	5,000	0	5,000	0	
0	Housing management system	100,000	100,000	0	0	0	0	0	
0	Building control system	30,000	28,000	0	0	0	0	0	
0	NDL systems integration	0	0	30,000	20,000	0	0	0	
0	Replacement CMS (website)	0	0	100,000	50,000	0	0	25,000	
0	MS Office suite	0	0	100,000	0	0	0	0	
0	MS Exchange server	0	0	45,000	0	0	0	0	
18,688	GIS Development Programme	15,000	0	40,000	40,000	0	0	25,000	
0	HR and Payroll System	0	0	0	0	0	0	0	
0	Financial Management System (FMS)	5,000	5,000	5,000	5,000	5,000	5,000	5,000	
2,775	Cash Receipting System	4,000	53,000	4,000	4,000	4,000	4,000	4,000	
7,750	Contact Centre	0		0	0	0	0	0	
0	NLIS / Land Charges System	0	5,000	0	0	0	0	5,000	
23,988	System Upgrades	0	6,400	0	0	0	0	0	
0	Other	0	0	0	0	0	0	0	
198,725		274,000	308,000	394,000	199,000	179,000	189,000	194,000	
FINANCED BY:									
(180,037)	Capital Receipts	(229,000)	(231,000)	(394,000)	(199,000)	(179,000)	(189,000)	(194,000)	
(18,688)	Grants - Cambridgeshire Horizons	(15,000)	0	0	0	0	0	0	
0	Reserves - Building Control	(30,000)	(28,000)	0	0	0	0	0	
0	Revenue - Precautionary Items	0	(49,000)	0	0	0	0	0	
(198,725)		(274,000)	(308,000)	(394,000)	(199,000)	(179,000)	(189,000)	(194,000)	
Changes to the ICT capital programme are:									
	2010/11 original estimate		274,000						
	GIS development project not now being implemented		(15,000)						
	Perpetual licence for Income Management System		49,000						
	2010/11 revised estimate		308,000						
APPENDIX B									

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SOUTH CAMBRIDGESHIRE DISTRICT COUNCIL

REPORT TO:	Policy and Performance Portfolio Holder	18 January 2011
AUTHOR/S:	Executive Director, Operational Services / Corporate Manager (Community and Customer Services)	

COMMUNITY AND CUSTOMER SERVICES DRAFT SERVICE PLAN 2011/12**Purpose**

1. To provide the Policy and Performance Portfolio Holder with an update on the revised Community and Customer Services Service Plan for 2011/12.
2. This is not a key decision.

Recommendation

3. That the Policy and Performance Portfolio Holder endorses the service plan actions identified in this report and suggests additions to or amendments to these service plan actions if required.

Background

4. The existing Community and Customer Services Service Plan covers the period 2010/11 - 2012/13 and includes a number of service plan projects intended to run over a 2 or 3 year timeframe. This is therefore a refresh of the service plan designed mainly to introduce new service plan actions to address external challenges.
5. The service plan template has been updated during 2010 and the final draft of the service plan will be presented in the new format.

Considerations

6. The service plan refresh takes account of a number of significant changes arising from the new agenda of the Coalition Government elected in 2010. These include:
 - The introduction of the localism and 'Big Society' agenda.
 - The abolition of elements of the national performance management framework, e.g. National Indicators, and of the government inspection regime (CAA).
 - Changes to the partnership landscape, e.g. the abolition of Local Area Agreements and changes to partnership structures across Cambridgeshire.

Options

7. The service plan includes a number of service improvement actions designed to address the challenges posed by these various changes. Those service plan actions designed to address the main drivers noted above are as follows:

1. Use of Performance Information

An improvement in the way performance information is managed and reported across the authority including the development of a new, comprehensive corporate performance 'score-card', containing an agreed 'basket' of key indicators.

2. Corporate Planning Cycle

The development of the corporate planning cycle to ensure that consultation on the 3 A's throughout the process is a key element, leading to the development of an overarching 3 year Corporate Plan setting both the strategic direction of the authority and high level priorities.

3. Customer Contact and Customer Service

Complete the customer contact review, ensuring that it comprehensively assesses all available options and leads to the implementation of a sustainable, holistic and integrated customer contact framework for the authority, linking into the corporate actions for 2011/12 around channel shift and improvement to the website. Also to further embed the work undertaken towards Customer Service Excellence to maximise the benefit of the accreditation to the authority and its customers, ensuring that a focus is maintained.

4. Development of Community and Customer Services

Further develop and promote the idea of CCS as a corporate 'hub' to service areas to ensure that the authority is aware of the services that the unit can (and can't) provide. Following the abolition of elements of the national performance management framework and of the government inspection regime, to move CCS from an inspection/control function to a role of 'support and challenge'.

5. Consistent branding of the Council and seek to improve public perception

There is a need to develop a new, vibrant and 'modern' identity for the authority, raising its profile and regenerating its reputation. We will work to improve public perception about the value for money provided by SCDC. In the 2008 Place Survey, only 33% of residents agreed that SCDC provides value for money - on a par with the national average but 3% lower than the Cambridgeshire average. A sizeable 39% neither agreed nor disagreed which suggests low awareness of the value for money they are receiving, given that SCDC has the 12th lowest council tax of all district councils.

6. Develop an authority wide approach to the Localism and the 'Big Society' agenda

To enable the authority to gain an understanding of the above agenda and put in place a framework to promote an integrated, district wide approach and strengthen how the authority works with parishes.

7. Reposition partnership working

We will refresh partnership working across the district and with Cambridge City to add value to existing work, deliver real outcomes that matter that we cannot deliver on our own and support the localism agenda.

Implications

8.	Financial	All proposed actions can be delivered within existing budgets.
	Legal	None.
	Staffing	All proposed actions can be delivered within existing resources.
	Risk Management	Risk logs will be developed for each project as and when appropriate.
	Equality and Diversity	Equality Impact Assessments will be carried out on each policy change as and when appropriate.
	Equality Impact Assessment completed	No
		NA
	Climate Change	None.

Consultations

9. The draft service plan has been produced with regard to on-going policy announcements by central government, in consultation with staff in Community and Customer Services and with regard to the on-going corporate consultation being undertaken on the draft corporate actions for 2011/12.

Effect on Strategic Aims

10. Community and Customer Services support the delivery of all 5 council aims.

Conclusions / Summary

11. This report sets out in summary form the key drivers that need to be addressed by the 2011/12 service plan. The 'top 7' draft service plan actions listed above will be incorporated within the final Service plan to be taken to the March Portfolio Holder meeting for approval.

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

None

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Forward Plan

Portfolio Holder Meeting	Agenda Title	KeyPurpose	Corporate Manager(s)	Responsible Officer(s)
15-Feb-11	Integrated Business Monitoring Report Q3	Monitoring	Paul Howes	Richard May
	Integrated Finance and Performance report – Q3	Monitoring	Paul Howes	Richard May, Sally Smart
	Customer Service Excellence Project: Timetable for full assessment	Decision	Paul Howes	Rachael Fox
	Customer Service Performance - Q3 2010/11	Monitoring	Paul Howes	Rachael Fox
15-Mar-11	Final Service Plans 2011/12	Y For decision	Paul Howes	Paul Howes
	Performance Improvement Strategy – Update on Action Plan	For information	Paul Howes	Richard May
	ICT Security Policy - Review	For decision	Alex Colyer	Steve Rayment
	ICT Strategy - Review	For decision	Alex Colyer	Steve Rayment
17-May-11	Customer Service Performance - end of year report	Monitoring	Paul Howes	Rachael Fox
	Integrated Finance and Performance report 2010/11 – year end	Monitoring	Paul Howes	Sally Smart
	Customer Service Excellence – final report		Paul Howes	Rachael Fox
	Petition Scheme - annual report 2010/11	Monitoring	Alex Colyer	Holly Adams
	Service Improvements Q4 2010/11	Monitoring	Paul Howes	Paul Howes

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