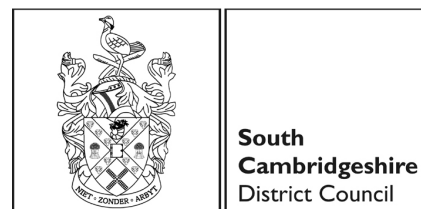


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7 February 2011

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, 15 FEBRUARY 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.

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1.	Declarations of Interest	
2.	Minutes of Previous Meeting The Portfolio Holder is asked to sign the minutes of the meeting held on 18 January 2011 as a correct record.	1 - 2
DECISION ITEMS		
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STANDING ITEMS

9. Forward Plan

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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 responsible for the content and accuracy of the forward plan.

10. Date of Next Meeting

The next scheduled meeting is 15 March 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

GUIDANCE NOTES FOR VISITORS TO SOUTH CAMBRIDGESHIRE HALL

While the District Council endeavours to ensure that visitors come to no harm when visiting South Cambridgeshire Hall, those visitors also have a responsibility to make sure that they do not risk their own or others' safety.

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In the event of a fire, a continuous alarm will sound. Evacuate the building using the nearest escape route; from the Council Chamber or Mezzanine viewing gallery this would be via the staircase just outside the door. Go to the assembly point at the far side of the staff car park.

- **Do not** use the lifts to exit the building. If you are unable to negotiate stairs by yourself, the emergency staircase landings are provided with fire refuge areas, which afford protection for a minimum of 1.5 hours. Press the alarm button and wait for assistance from the Council fire wardens or the fire brigade.
- **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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Banners, Placards and similar items

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.

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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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Since 1 July 2008, the Council has operated a new Smoke Free Policy. Visitors are not allowed to smoke at any time within the Council offices, or in the car park or other grounds forming part of those offices.

Food and Drink

Vending machines and a water dispenser are available on the ground floor near the lifts at the front of the building. Visitors are not allowed to bring food or drink into the meeting room.

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SOUTH CAMBRIDGESHIRE DISTRICT COUNCIL

Minutes of the Policy and Performance Portfolio Holder's Meeting held on
Tuesday, 18 January 2011 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: -

Opposition spokesmen: -

Also in attendance: Jose Hales and Lynda Harford

Officers:

Paul Howes	Corporate Manager, Community and Customer Services
Maggie Jennings	Democratic Services Officer
Steve Rayment	Head of ICT
Sally Smart (for item 3 only)	Principal Accountant (Finance & Systems)

31. DECLARATIONS OF INTEREST

None.

32. MINUTES OF PREVIOUS MEETING

The minutes of the meeting held on 16 November 2010 were agreed as a correct record, subject to the rewording of minute number 24 relating to Integrated Business Monitoring Report 2010/11: First and Second Quarter, bullet point 6 to read *Additional funding in respect of the Sustainable Parish **Energy** Partnership.*

There were no matters arising from the minutes.

33. CAPITAL AND REVENUE ESTIMATES FOR THE POLICY AND PERFORMANCE PORTFOLIO 2011/12

Sally Smart, Principal Accountant (Finance and Systems) was in attendance for this item.

The Policy & Performance Portfolio Holder considered a report on the Revenue and Capital Estimates up to the year 2011-12.

Those present discussed a number of issues arising from the report and its accompanying appendices, including the following:

- The sanctioning by the Portfolio Holder to vire £7,800 relating to the appointment of a temporary Equalities Support Officer. **SS to action**
- A 2.5% or higher rate of inflation would only be applied when it was known that an external supplier would be applying it
- The estimated income for 2010-11 relating to charges in respect of street naming and numbering had not been realised due to awaiting the outcome of a challenge to another local authority's charges. The judge upheld the charges, but requested transparency of the process. A further delay occurred when a new development straddled both South Cambs and City Council boundaries, as the City Council did not incur charges

- It was explained that the increase in the recharges within Corporate Services for street naming and numbering was due to an increase in the responsible officer's hours
- The items contained in appendix B to the report relating to Capital Expenditure were likely to be re-adjusted to reflect required savings. It was noted that the increase in expenditure relating to the Cash Receipting System was due to the requirement to renew the income management licence and the most cost effective way in which to do this was with a long term contract

The Policy & Performance Portfolio Holder,

- (a) endorsed the Revenue and Capital Estimates and Fees for 2011-12 relating to services within his portfolio and **RECOMMENDED** them to Cabinet and Council at their February 2011 meetings,
- (b) **ENDORSED** the Street Naming and Numbering scheme of charges, and
- (c) **REQUESTED** a detailed report on street naming and numbering detailing the charges made by other local authorities and the ability to charge for statutory and non-statutory elements of the service for consideration at the next Portfolio Holder meeting on 15 February 2011.

34. **DRAFT SERVICE PLANS 2011/12**

The Community and Customer Services draft service plan for 2010-2013 reflected the changes arising from the new agenda of the Coalition Government elected in May 2010.

It was noted that three different Portfolio Holders had responsibility for the 7 actions contained in the draft Plan; the first four for Policy & Performance, no 5 for Northstowe and nos 6 and 7, the Leader. The Portfolio Holder was in agreement with the proposed actions numbered 1-4, 6 and 7, however, he suggested the following rewording of the first sentence of action 5:

There is a need to raise the authority's profile, regenerate its reputation and strengthen its public identity as a vibrant and modern authority.

The Policy & Performance Portfolio Holder **ENDORSED** the service plan actions identified in the report presented to him, subject to the amendment to action 5 as stated above.

35. **FORWARD PLAN**

The Portfolio Holder **NOTED** the contents of the Forward Plan in addition to the following changes:

15 February 2011

Charges for street naming and numbering – decision item

17 May 2011

Customer Service Excellence - Update. The final report would be presented at a later meeting.

36. **DATE OF NEXT MEETING**

The next meeting would be held on 15 February 2011, commencing at 11am.

The Meeting ended at 12.32 p.m.

SOUTH CAMBRIDGESHIRE DISTRICT COUNCIL

REPORT TO: Policy and Performance Portfolio Holder 15 February 2011
AUTHOR: Executive Director, Corporate Services / Head of ICT

ADDRESS MANAGEMENT – CHARGES FOR STREET NAMING & NUMBERING**Purpose**

1. That the Portfolio Holder considers and approves the draft Address Management Policy (**Appendix 1**) and scale of charges in respect of Street Naming and Numbering.

Recommendation

2. It is recommended that the Policy and Performance Portfolio Holder approves the draft Address Management Policy (Appendix 1) and agrees to the charges for Street Naming and Numbering as set out in paragraph 12 of this report for adoption by South Cambridgeshire District Council with effect from 1 April 2011.
3. This is not a key decision but requires the approval of the Portfolio Holder.

Reasons for Recommendations

4. The introduction of an Address Management Policy will enable the SNN Service to adopt a formal set of procedures for operating the service which follows best practice. Furthermore, by adopting charges it will be possible to recover some of the costs of providing the service.

Background

5. Across the country and within Cambridgeshire a number of Local Authorities are reviewing the way they provide their SNN service and considering what actions could be taken to ensure that the full cost of this activity is not carried by the wider community.
6. At its meeting on 13 January 2010 Senior Management Team endorsed the introduction of a scale of charges for the SNN service.
7. Since that meeting the Council adopted Section 64 of the Town Improvement Clauses Act 1847 at its meeting on 22 July 2010 in order to prepare for the introduction of charges.
8. Officers have also carried out research into the operation of charges for SNN services at a number of Local Authorities nationwide and locally at East Cambridgeshire District Council where charges were introduced on 1 April 2010.

Considerations

9. Having previously adopted the provisions of Sections 17 – 19 of the Public Health Act 1925 and subsequently having adopted Section 64 of the Town Improvement Clauses Act 1847, the Council may now under Section 93 of the Local Government Act 2003 charge for anything done for the provision of such a service provided that the person to whom the service is given has agreed to its provision. This excludes the statutory elements of the function for which there should be no charge.
10. It is therefore proposed that charges are introduced for non-statutory functions for all new developments and for the renaming and renumbering of a property or street (when requested by a Parish Council or a majority of its residents).
11. When charging for discretionary services the Council has a duty to charge no more than the reasonable costs it incurs in providing the service. The aim is to encourage improvements to existing services and develop new ones that will help to improve the overall service to the community and not to make a profit.
12. The table below sets out the proposed charges:

Activity		Proposed Fee
Naming a new or renaming an existing property		£50 per dwelling
Addressing a new development	1 plot	£50
	2 – 5 plots	£75
	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 after notification		£100 + £10 per plot affected
Street renaming following local request		£250 + £5 per property affected
Confirmation of address details		£25 per dwelling

13. **Appendix 2** sets out the comparative charges at nearby Local Authorities who currently charge for their SNN services.
14. The charges and scope of charges will be reviewed after a period of 6 months.
15. In addition to the scale of charges a policy document has been drafted to cover the Address Management work area. The bulk of this policy concentrates on SNN with an additional section appended which outlines the links to the local land and property gazetteer and its importance as the Council's primary source of address data.
16. The SNN elements of the policy will ensure there is a single set of guidance notes for service users to enable the efficient and effective running of the service. In drafting the policy, attention has been given to existing practices together with a thorough review of policies in operation at other Local Authorities whilst ensuring the policy is in line with the adopted legislation.

Options

17. The Council introduces charging for SNN services and thereby recovers a proportion of the costs associated with providing this function or the Council continues to provide its SNN services (both statutory and discretionary elements) free of charge.
18. The Council adopts a formal policy for Address Management (which includes the SNN function) enabling it to operate under a single set of guidance notes and procedures which follow best practice or the Council continues to operate using existing policies which are not brought together in a single document and therefore arguably reducing transparency.

Implications

19.	Financial	There are positive financial implications as revenue will be generated to supplement the current budget for the street naming and numbering service including the street nameplate repair and replacement programme, which is insufficient to meet current demand.
	Legal	Current legislation does not provide an express right to charge for the statutory SNN service, there is a right to cover the cost of providing the non-statutory service.
	Staffing	There are no staffing related implications although a full staffing compliment will need to be retained to offer a fee generating and improved service.
	Risk Management	Charges will not be popular with those affected but as they are modest and non-profit making the risk of alienating residents or businesses is small. We are not aware of other Councils experiencing difficulties when they introduced similar charges, although an Ombudsman case has been reported from North Hertfordshire District where a half-fee refund was payable.
	Equality and Diversity	None specific
	Equality Impact Assessment completed	No As above – no specific equality and diversity implications
	Climate Change	None specific

Consultations

20. None

Effect on Strategic Aims

21. Additional revenue will allow an improved service and help meet the demands being placed upon the service.
22. Furthermore, street nameplates and logical numbering are important so that the emergency services and the public can find locations quickly and effectively. Damaged signs pose a safety risk to the public and may delay emergency services in finding the correct location. In addition, damaged signs not only pose a safety risk but may present an unkempt appearance to an area.

Conclusions / Summary

23. The introduction of a scale of charges for the provision of street naming and numbering services will allow service improvement and provide revenue in future years.
24. The charges and scope of charges will be reviewed after a period of 6 months.
25. The adoption of the Address Management Policy will bring together existing work practices and guidance into one document which will provide a definitive policy for street naming and numbering services.

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

Senior Management Team 13 January 2010
Full Council 31 January 2008
Full Council 22 July 2010

Contact Officer: Paul Grainger – GIS and Information Manager
Telephone: (01954) 713294

Address Management Policy

South Cambridgeshire District Council

DRAFT

December 2010

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Version Control

Version Number	Date	Comments	Author/Editor
1	September 2010	Initial draft	Richard Clemo
2	September 2010	Revisions following Address Management Team discussions	Richard Clemo
3	October 2010	Revisions following Paul Grainger input & discussions	Richard Clemo
4	December 2010	Revisions following further discussions with Paul Grainger and Address Management Team.	Richard Clemo

Document Retention

Document Retention Period	This document will be retained until reviewed
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1.Introduction

The Address Management Service is responsible for allocating new addresses within South Cambridgeshire and for making changes to existing addresses when circumstances require this.

All addresses are maintained within a land and property database which is used by other Services within the Authority such as Electoral Registration and Council Tax as well as external organisations including the Fire Service. This then forms the Council's submission to the national address list (NLPG) which provides a definitive and high quality source of addresses and accurate geographic location available to all.

The Address Management Service therefore encompasses two distinct but interlinked functions:

- Street naming and numbering
- Maintenance of the Local Land and Property Gazetteer

These functions are described in greater detail in the following sections.

2.Street naming and numbering services

South Cambridgeshire District Council (SCDC) has a statutory responsibility for Street Naming and Numbering within the District Council area. The power to name streets and name and number properties on streets is given under the Public Health Act 1925 (Sections 17-19) and Town Improvement Clauses Act 1847 (Section 64), see Appendix 1 for details.

It is important to ensure that all properties are provided with an official address for a number of reasons including:

- Deliveries and services as well as visitors need to be able to identify local properties efficiently.
- In an emergency it is vital that properties can be quickly located.
- Many legal transactions associated with properties are withheld until they can be identified by street name and numbers. This includes utility providers who will not normally connect their services until a property has been given an official address which includes a postcode (see Section 3 for

further details regarding allocation of postcodes which is the responsibility of the Royal Mail).

Anyone wishing to change the name or number of their property or seeking an address for a new property should apply to us following the procedures outlined in this document. If you wish to discuss an addressing query with us at any time please do not hesitate to contact us (see Section 6 for details).

The following sections outline the principal street name and numbering services provided by the Address Management Team. This is intended to provide guidance for any party wishing to submit an application for a street name and numbering service.

2.1 New developments

It is advisable that a developer contacts the Address Management Team at the earliest possible stage of a development as the process for naming and numbering a new development can take several weeks.

Developers are encouraged to consult with and seek the agreement of the local Parish or Community Council before putting forward their proposals for new street names. The developer should then submit its proposed street name to the Address Management Team. In order to comply with existing legislation we will then acknowledge receipt and issue a holding objection to the proposed street name(s). This enables us to start the consultation stage with the following parties:

- Local Parish or Community Council (unless evidence has been submitted by the Developer showing the Parish or Community Council supports the proposed name)
- District Councillor(s) for the area in which the development is taking place
- Royal Mail
- Cambridgeshire Fire and Rescue Service

When choosing a name for a new street the Council advises the following:

- Preference is given to names which refer to local historical heritage, natural or landscape features of the local area.
- New streets must not duplicate any similar name already in use in the local area such that it might cause confusion to the emergency services and/or service delivery agents.

- The use of people's surnames will only be considered in exceptional circumstances and only where the person whose name has been suggested is deceased. The person should in some way be related to the particular area or village where the development is taking place.
- A variation in the street name suffix will not be accepted if the main part of the street name is duplicated. For example a request for "Church Lane" off an existing "Church Road" will not normally be allowed as this can cause confusion particularly with emergency services.
- Street names must not contain numeric characters.
- Street names should not be difficult to pronounce or spell.
- Names will not be considered that may be construed as obscene, racist or in any way contravene the Council's Equality and Diversity Policy.

In addition to proposals for a street name, the developer should submit a site plan showing the location of all proposed properties within the development and the main access point (fronting onto a highway) to each property. The Council is then responsible for devising an official numbering scheme. When numbering properties on a new street the Council will seek to do so in the most logical manner and with consideration to potential future development. This will include the following conventions:

- Street numbering schemes should allow for odd numbers on the left hand side and even numbers on the right hand side. Numbering will generally start from the settlement centre or main road and increase as the development moves away from the centre.
- In small developments properties can be numbered sequentially (eg: 1 – 6). The definition of a small development is at the discretion of the Address Management Team.
- For infill developments it may be necessary to use an alphabetical suffix, for example '5A'.
- The numbers 4, 8, 13, 44 and 88 will be used within the logical numbering pattern where required to maintain a proper sequence.
- New properties are numbered according to the street in which the main entrance is situated.
- In blocks of flats each flat should be numbered so that the numbers run logically. The block may also be allocated a name where there are insufficient numbers available within the existing street numbering scheme. The numbers of the flats contained in each block should be clearly displayed at the entrance in a position clearly visible from the roadside. Where possible it is recommended that flats should be numbered

directly into the numbering scheme of the road rather than being prefixed 'flat'. For example, it is preferable to number 4 flats as 1 to 4 High Street rather than Flats 1 – 4, 1 High Street.

- All houses, offices and other premises should be numbered and their numbers should be displayed so as to be in a clearly visible position facing the road. The Council may enforce the display of numbered properties where numbers are not shown and where this causes serious delivery problems or emergency service response issues.
- It is recommended that numbers displayed on a property should be at least 5cm in height.
- For all new developments requiring street nameplates, it is the responsibility of the Developer to cover the costs of supplying and erecting the nameplates. In these circumstances the Address Management Team will supply the specification for the nameplates and required location for erecting them.

2.2 Cross boundary development sites – joint arrangements with neighbouring Authorities

In circumstances where development sites have been identified on the boundary between South Cambridgeshire and another Council it may be necessary to work with the neighbouring Local Authority in order to achieve logical street naming and numbering schemes.

The following paragraphs set out the joint working arrangements agreed between South Cambridgeshire District Council and Cambridge City Council for those development sites which lie on the boundary between the two Council areas.

- A list of street names for each single development site will be proposed by the relevant Parish Council in South Cambridgeshire and the recognised Resident's Association within Cambridge City Council area (where one exists). The combined list will then be sent to Royal Mail, the local Councillor(s) and Cambridgeshire Fire and Rescue Service for consultation. In the event that a list of street names cannot be agreed following consultation with each of the stakeholders the final decision will rest with the Cambridge City Fringes Joint Committee
- Once a list of street names has been agreed this list will be used for assigning names to new streets within the development
- With the exception of the specific arrangements for agreeing street names South Cambridgeshire District Council will

continue to be the sole responsible Authority for carrying out all the tasks in relation to street naming and numbering within the District boundary. However, it will be necessary to liaise with the relevant department at Cambridge City Council to ensure a street numbering scheme continues in a logical order across the boundary

- A separate scale of street naming and numbering charges will be agreed for each joint development site

2.3 New individual properties

New individual properties are generally:

- built on infill plots within existing streets,
- conversions of existing buildings ,
- or are new builds following the demolition of an existing building.

As such they will generally adopt the street name on which they are built and will either inherit the building number of a demolished building or be numbered into an existing numbering system as appropriate. For example a new dwelling built between 9 and 11 High Street could logically expect to be numbered 9A.

Notwithstanding the guidance set out above, all developers of individual properties or small developments (generally less than 4 buildings) should still submit an application to the Address Management Team to obtain an official address and to ensure all relevant parties are informed of the new address(es).

Annexes attached to a main residential dwelling will not normally be given a house number where the planning permission or Section 106 agreement stipulates that the annex is only to be used as ancillary accommodation to the main residence. For example if there is an annexe at 10 High Street the address will generally be 'annexe at 10 High Street' rather than '10A High Street. However, this must be confirmed with the Address Management Team.

2.4 Numbering industrial estates

Historically industrial estates and business parks within South Cambridgeshire have not been given official numbers. Individual addresses have generally adopted the unit number assigned by a developer/estate manager or have been recognised by the individual business names.

For all new developments we will be introducing official numbering schedules in accordance with the provisions set out above. In addition there are a number of benefits from ensuring all properties are officially numbered and would welcome the opportunity to discuss introducing an official numbering scheme for existing industrial estates and business parks. Please contact us (see Section 6) to discuss further.

2.5 Naming or renaming a property

New properties will be allocated a number in all circumstances except a very small number of areas where there is no existing numbering scheme in place (ie where the property name is the primary method of identifying the individual property). In these exceptional circumstances a property name will be allowed to form part of the official address.

The allocation of a property name is also permitted where a numbering scheme is in place. However, this is under the condition that the name would be **in addition to** the property number and not a replacement. The property number should **always** be quoted as part of the official address in all correspondence and should be displayed on the property so that it is visible from the highway.

An application to name or rename a property – whether it forms part of the official address or is in addition to the house number – must be submitted to the Address Management Team.

When choosing a name for a property the Council advises the following:

- Avoid duplication of house names. Duplication of property names within the local area will not be approved.
- Property names should not duplicate or part duplicate the name of the road
- Any name that the Address Management Team deems to be offensive, inappropriate and or misleading will not be approved.
- Property names should not include punctuation or numeric characters.
- The use of ambiguous or indistinctive names is discouraged such as 'The Bungalow', 'The Cottage' and 'New Barn'.
- Property names should not be difficult to pronounce or spell.

2.6 Renaming streets

It is possible to request the renaming of an existing street. Such a request can only be made if it can be demonstrated that there is local support for such a change. In these circumstances the suggested name should be submitted to the Address Management Team who will then consult with all property occupiers affected. If a two thirds majority is in favour of the name change then we will consult with Royal Mail, the Parish or Community Council, local Councillor(s) and the Emergency Services.

All costs associated with providing and erecting nameplates will have to be met by the Parish Council, Community Council or local street group. Once sited SCDC will maintain all nameplates.

2.7 Address changes made by SCDC

There may be exceptional circumstances where SCDC may have to rename a street or renumber a property into a different street. In these cases where SCDC is the originator of a proposed change there will be no charge levied for making the change. However, SCDC will not be responsible for any ancillary costs incurred by individuals as a result of the change (eg: new stationery). In all cases we will only make such changes where we believe there is a need and where consultation has taken place. Such circumstances may include:

- Where a new development takes place some properties may find that their primary access has changed onto a new street.
- Royal Mail may approach us where they believe there is an operational necessity to make changes to improve the delivery of mail.
- We may decide that in order to improve the routing of emergency vehicles it would be beneficial to rename a street or renumber properties on a street.

2.8 Street nameplates

The Council has a duty to ensure that street names for all officially named streets are displayed prominently at the start and/or end of street or at any point of access to that street. In the case of a new development the Council requires the developer to provide the initial nameplates. The Address Management Team will provide

details of the street nameplate specification where nameplates are required as part of a new development.

If a nameplate on a public highway or private road is removed, broken or becomes illegible, the Council is responsible for its maintenance or replacement. Removed, broken or illegible street nameplates should be reported to the Address Management Team. In the case of private roads SCDC is only responsible for official street nameplates and not any additional signage such as 'private road'.

3.Allocation of Postcodes

The allocation of postcodes is the responsibility of Royal Mail. However, they will only issue postcodes if instructed to do so by the Address Management Team. As part of the process of agreeing addresses for new developments we will contact Royal Mail to request a postcode. This will then be recorded on their 'Not Yet Built' file until confirmation of property completion has been confirmed by the Developer or Occupier. To confirm a postcode with Royal Mail they can be contacted at:

Royal Mail
Address Management Team
Admiral House
2 Admiral Way
Doxford International Business Park
Sunderland
SR3 3XW

Telephone: 08456 011110

The maintenance and any future changes to a postcode are the responsibility of Royal Mail.

It should be noted that postal addresses as used by Royal Mail are not necessarily geographically accurate descriptions but routing instructions for Royal Mail staff and they can and do contain names for villages, towns and cities that are several miles away.

4.Charges

What do we charge for?

Naming or renaming an existing property
Addressing of a new development

Renaming a street
Confirmation of address details

In exceptional circumstances where SCDC is the originator of a proposed change to an address (see Section 2.6) there will be no charge for carrying out the tasks associated with this change. However, SCDC will not be responsible for any ancillary costs incurred by individuals as a result of the change (eg: new stationery).

How much do we charge?

Activity		Proposed Fee
Naming a new or renaming an existing property		£50 per dwelling
Addressing a new development	1 plot	£50
	2 – 5 plots	£75
	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 after notification		£100 + £10 per plot affected
Street renaming following local request		£250 + £5 per property affected
Confirmation of address details		£25 per dwelling

What tasks do we perform for this?

- Enter application details onto Street Naming and Numbering System
- Validate application
- Process Payment
- Consult with various bodies (which may include: applicant, Royal Mail, Local District Councillor(s), Parish Council, Emergency Services)
- Carry out site visits where necessary
- Produce numbering schedules and numbering certificates where required
- Provide street signage specification where required
- Confirm official address to:
 - Applicant
 - Internal departments (Council Tax, Business Rates, Electoral Roll and others as applicable)
 - Royal Mail

- Fire and Rescue Service
- Local Land and Property Gazetteer
- National Land and Property Gazetteer
- East of England Ambulance Service (new developments only)
- Valuation Office (new developments only)
- Land Registry (new developments only)
- Cambridge Water Company (new developments only)
- National Grid (new developments only)
- Ordnance Survey (new developments only)
- Local Councillor(s) (new developments only)
- Parish or Community Council (new developments only)

5. Applying for a street naming and numbering service

Please use the application form in Appendix Two (also available on line at XXX) to apply for one of the following services:

- New development
- New individual property
- New property name or name change

In all other instances (eg: to discuss renaming a street or to request an address confirmation) please contact us direct.

6. Contact Us

Address Management Team
South Cambridgeshire Hall
Cambourne Business Park
Cambridge
CB23 6EA

addressmanagement@scambs.gov.uk

01954 713172
01954 713246
01954 713208

7. Maintenance of Local Land and Property Gazetteer

The address data generated by the street naming and numbering (SNN) process is held in the Council's Local Land and Property Gazetteer (LLPG) which forms part of the National Land and Property Gazetteer (NLPG), both of which are continually maintained and updated in accordance with the requirements of British Standard 7666.

The NLPG is used by other Council Services such as Council Tax and Electoral Services and by external organisations including the Fire and Rescue Service as the principal address database for their business.

The following sections briefly outline the structure of the LLPG, the principle tasks involved in its maintenance and the links to other Council services which use data from the LLPG. There is a separate more comprehensive maintenance strategy in use for day to day management of the LLPG.

8. Background to the LLPG

The Mapping Service Agreement dated July 2005 required all Local Authorities to develop a LLPG which should be the definitive master list of all land and property addresses within the Authority.

Integrating the LLPG master address database with other internal systems avoids duplication of data and associated maintenance. Establishing a single Council LLPG reduces the 'cost of ownership' of multiple gazetteers, while merging gazetteers can bring financial and other benefits by discovering properties known by one department but unknown to another.

All address changes are required to be sent to the NLPG Hub on a daily basis from 1 January 2008 to be incorporated within the NLPG for onward use by adjoining and partner participating Authorities

9. Structure of LLPG

The LLPG is maintained according to BS766 which ensures all data input nationally is standardised. The LLPG captures basic land and property units (BLPUs) for each building within the District and for a number of land parcels where requested.

In each case a unique reference number is assigned (UPRN) and addressing information is added (LPI). All or part of the information captured about each BLPU is then available for users of the LLPG as required.

10. Maintenance tasks

- Receipt of new or amended addresses for SNN process
- Monitor other 'generators' of new addresses/new address queries (ie electoral services, revenues, valuation office)
- Input new addresses or make address changes in LLPG
- Add BLPU attributes (state, classification, status)
- Add LPI attributes (state, official, postal)
- Add polygon
- Add cross references to link to other databases
- Receive monthly NLPG health checks and VO matching reports. Make changes, provide comments as appropriate
- Receive candidates, queries, suggested amendments from receiving authorities (ie County Council and Fire and Rescue Service)
- Monitor positional accuracy when OS map updates received

11. Linkages with Council Services

Currently the LLPG provides addressing data for each of the following services within SCDC:

Electoral Registration
Revenues (Council Tax and Non Domestic Rates)
Land Charges
Refuse and Recycling Collection
Planning (Development Control)
Housing

12. Exporting LLPG data to the national hub

Daily changes to LLPG are exported to the National Hub by means of a specially formatted upload file (DTF 7.3 format).

The Hub automatically loads the file into the NLPG if there are no errors in the file. Otherwise a file will be reviewed and any corrections which can be made by the Hub will be done so, or the erroneous records will be excluded and the local custodian will be notified.

Appendix One - Legislation

Section 64: Town Improvement Clauses Act 1847 Houses to be numbered and streets named

"The commissioners shall from time to time cause the houses and buildings in all or any of the streets to be marked with numbers as they think fit, and, shall cause to be put up or painted on a conspicuous part of some house, building, or place, at or near each end, corner, or entrance of every such street, the name by which such street is to be known; and every persons who destroys, pulls down, or defaces any such number or name, or puts up any number or name different from the number or name put up by the commissioners, shall be liable to a penalty not exceeding [level 1 on the standard scale] for every such offence".

Section 17: Public Health Act 1925 Notice to urban Local Authority before a street is named

"1) Before any street is given a name, notice of the proposed name shall be sent to the urban authority by the person proposing to name the street.

2) The urban authority, within one month after receipt of such notice, may, by notice in writing served on the person by whom notice of the proposed name of the street was sent, object to the proposed name.

3) It shall not be lawful to be set up in any street an inscription of the name thereof – a) until the expiration of one month after notice of the proposed name has been sent to the urban authority under this section; and b) where the urban authority have objected to the proposed name, unless and until such objection has been withdrawn by the urban authority or overruled on appeal; and any person acting in contravention of this provision shall be liable to a penalty not exceeding [level 1 on the standard scale] and to a daily penalty not exceeding [£1].

4) Where the urban authority serve a notice of objection under this section, the person proposing to name the street may, within twenty-one days after the service of the notice, appeal against the objection to a Magistrates court".

Section 18: Public Health Act 1925

Alteration of name of a street

"1) The urban authority by order may alter the name of any street, or part of a street, or may assign a name to any street, or part of a street, to which a name has not been given.

2) Not less than one month before making an order under this section, the urban authority shall cause notice of the intended order to be posted at each end of the street, or part of the street, or in some conspicuous position in the street or part affected.

3) Every such notice shall contain a statement that the intended order may be made by the urban authority on or at any time after the day named in the notice, and that an appeal will lie under this Act to a petty Magistrates Court against the intended order at the instance of any person aggrieved.

4) Any person aggrieved by the intended order of the local authority may, within twenty-one days after the posting of the notice, appeal to a Magistrates court".

Section 19: Public Health Act 1925

Indication of name of street

1) The urban authority shall cause the name of every street to be painted, or otherwise marked, in a conspicuous position on any house, building or erection in or near the street, and shall from time to time alter or renew such inscription of the name of any street, if and when the name of the street is altered or the inscription becomes illegible

2) If any person pulls down any inscription of the name of a street which has lawfully been set up, or sets up in any street any name different from the name lawfully given to the street, or places or affixes any notice or advertisement within twelve inches of any name of a street marked on a house, building, or erection in pursuance of this section, he shall be liable to a penalty not exceeding level 1 on the standard scale and to a daily penalty not exceeding £1

The Local Government Act 2003

Brought about new devolved powers for Local Authorities, these included giving Council's new powers to trade and charge for non-statutory services if they are Best Value Authorities (Section 93).

Authorities, if charging for discretionary services, have a duty to charge no more than the costs they incur in providing the service. The aim is to encourage improvements to existing services and

develop new ones that will help to improve the overall service they provide to the community, not to make a profit.

DRAFT

Appendix Two – Application Form

Application Form for Street Naming and Numbering Services

1. Applicant Details

Applicant Name:

.....

Applicant Address:

.....

.....

Contact Name (if applicable):

.....

Telephone: Mobile:

Email:

Development Address (if different to the applicant address above):

.....

.....

.....

Preferred method of contact: Email / Telephone / Post

If your application relates to a new development (single or multiple properties) please complete Section 2 only

If your application is for a new property name or to change the existing property name please complete Section 3 only

2. New Development

Planning Application Number: S\.....

Number of new properties:

Does the development require a new street? Yes/No

If yes please supply a suggested street name and brief details of the reasoning for this name choice:

.....

.....

.....

.....

Please note: We can start the consultation process for new street names as soon as payment has been authorised. However, we are only able to provide property numbers once building footings are in place.

3. New Property Name or Name Change

Does the property address differ from the address in Section 1?
Yes/No

If yes, what is the address of the property where the new name is requested:

.....
.....
.....

Does the property currently have a name? Yes/No

If yes what is the current name of the property:

.....

Please list 3 suggested names in order of preference:

1:
2:
3:

4. Next Steps

Once you have submitted the application form a member of the Address Management Team will carry out a preliminary review of the application before contacting you to request payment (and any further information if required (such as site plans). Your application for Street Naming and Numbering Services will be processed as soon as the payment has been authorised.

Sent your completed application form to:

Address Management Team
South Cambridgeshire Hall
Cambourne Business Park
Cambridge
CB23 6EA

addressmanagement@scambs.gov.uk

	Existing Properties
<i>Authority</i>	<i>Addition of new property name or change of name</i>
East Cambs	£50
Uttlesford	£27
Braintree	£25
Central Beds	£55
East Herts	£50
South Cambs	£50

	Single Building	Small Development
<i>Authority</i>	<i>Numbering 1 new plot</i>	<i>Numbering up to 10 plots</i>
East Cambs	£50	2 to 5 plots £75
		6-10 plots £100
Uttlesford	£37	£73
Braintree	£25	£20 per plot
Central Beds	£120	Up to 5 plots £120
		6 or more plots £216
East Herts	£50	Up to 5 plots £100
		6 or more plots £200
South Cambs	£50	2 to 5 plots £75
		6 to 10 plots £100

	Medium Development	Large Development
<i>Authority</i>	<i>Numbering up to 25 plots</i>	<i>Numbering up to 100 plots</i>
East Cambs	£150	26 to 50 plots £200
		51 to 100 plots £400
Uttlesford	£73 plus £5.50 per plot over 10	£73 plus £5.50 per plot over 10
Braintree	£20 per plot	£15 per plot
Central Beds	£216	26 to 75 plots £540
		76 or more plots £756
East Herts	£200	26 to 75 plots £500
		76 or more plots £700
South Cambs	£175	26 to 50 plots £250
		51-100 plots £400

	Additional Charge
<i>Authority</i>	<i>Re-numbering an already issued numbering schedule</i>
East Cambs	£100 plus £10 per plot
Uttlesford	£27 plus £5.50 per plot affected
South Cambs	£100 plus £10 per plot affected
	Additional Charge
<i>Authority</i>	<i>Change of name to an existing officially named road</i>
Braintree	£209 plus £38 per property
East Herts	£200 plus £35 per property
South Cambs	£250 plus £5 per property affected

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SOUTH CAMBRIDGESHIRE DISTRICT COUNCIL

REPORT TO:	Policy & Performance Portfolio Holder	15 February 2011
AUTHOR/S:	Chief Executive / Corporate Manager, Community and Customer Services	

**CUSTOMER SERVICE EXCELLENCE (CSE) PROJECT – LATEST POSITION AND
DETERMINATION OF
TIMESCALE FOR FINAL ASSESSMENT IN 2011**

Purpose

1. To inform the Portfolio Holder on the current position and recommend a timetable for proceeding to full corporate assessment later in 2011 seeking Customer Service Excellence (CSE) accreditation for the Council, a corporate Council Action to be completed during 2011.
2. This is not a key decision; however, it seeks a decision by the Policy and Performance Portfolio Holder in respect of the timeline to proceed to full corporate assessment for a key corporate project for the Council.

Recommendation

3. The Portfolio Holder is requested to note the latest position with regard to the CSE project and outcomes from the pre-assessment, and **agree** that the Council proceed to full assessment in **June 2011**, subject to a satisfactory assessment of the Council's readiness to proceed by 30 April 2011.

Reasons for Recommendation

4. These recommendations are necessary to enable key steps towards corporate accreditation to be taken in accordance with a challenging but realistic timetable. It is considered that a June 2011 assessment date allows sufficient time for the additional work identified within the pre-assessment to be carried out, and key initiatives developed and implemented, without causing unacceptable delays to the project timetable or clashes with the Local Elections. The assessment of readiness in April 2011 will be conducted by the Project Sponsor, and ensure that relevant actions have been taken forward in a timely manner. Any significant issues will be brought to the Portfolio Holder's attention at this stage.

Background

5. The Portfolio Holder will be aware that the Council has a Corporate Action for 2010-11, as part of its annual Corporate Plan, to prepare the authority to achieve CSE accreditation during 2011. The evidencing stage of the process culminated in full revised assessments being submitted to the Assessor in preparation for a documentary review and on-site pre-assessment. These took place on 6 and 13-17 December 2010 respectively.

Considerations – Feedback and next steps

6. The documentary review and on-site pre-assessment were intended to determine the Council's readiness to proceed to final assessment which will result in accreditation, identifying in which areas evidence gaps remain. Following these, the Assessor produced a formal notice on 22 December 2010 highlighting areas for further consideration and key recommendations, as follows (*with updates in brackets*):
- Agree upon the final format that the self-assessment documentation will be provided in. This should be less than the twenty-nine submissions that have been reviewed to date. *The Project Assurance Group has agreed to consolidate 29 self-assessments into six: (the Council's five services, with Revenues and Benefits [Corporate Services] remaining as a separate self-assessment)*
 - Encourage departments to review the evidence leading up to the Criterion in the self-assessment documentation, as several areas had not been completed. It is possible that the assessor will ask staff questions about how this relates to their particular area of responsibility. *Workstream leaders have been tasked with undertaking a final review of their self-assessments in order to identify new and updated evidence which demonstrates compliance with the criteria.*
 - Review the potential areas for development. *Being taken forward as part of a revised Corporate Work Plan*
 - Develop an action plan that may provide an indication of when the Council considers that it will be ready for final assessment. *The Corporate Work Plan has been modified to take into account the additional and amended actions required and is available to the Portfolio Holder upon request. Service-specific actions will be built into final 2011-12 service plans.*
 - Agree dates with the assessor for planning the final assessment. *Subject to a recommendation in this report (see paragraph 3)*
7. The assessor's feedback identified a number of strengths, areas for development and potential actions for the Council, these are summarised as follows:

Strengths

- Self-awareness; growing understanding of strengths and, where performance is not up to standard, a willingness of apologise and commitment to put things right;
- Growing focus on officers and Members and internal customers, and how services relate to each within SCDC;
- Collaborative customer service initiatives between services; willingness to share information and good practice (as encouraged by the CSE self-assessment process);

Areas for development

- Further analysis of customer relationships through Customer Journey Mapping techniques, especially for internal customer relationships between services.
- Identification of hard to reach internal groups and understanding of their specific needs
- Acting on the results of feedback and demonstrating how improvements have been informed by customer insight (internal and external)
- Development of customer service standards which apply consistent minimum standards for all internal and external customer relationships, wherever possible.
- Clarification of the internal procedure for service complaints.

- Development of actions to investigate the high proportion of calls being directed straight to Voicemail.

These areas for development are being taken forward within a revised corporate work plan, which has been endorsed by the project assurance group and EMT.

Considerations – Project Outcomes

8. The assurance group, led by Steve Hampson (Project Sponsor), Paul Knight and subsequently Rachael Fox (Project Managers), has overseen a comprehensive work programme, which has resulted in a full audit of the Council's customer service activities, identifying many examples of good practice and areas in which improvements are required.
9. **The exercise has also resulted in an imperceptible but nevertheless genuine sense of cultural change within the organisation**, through which officers are increasingly thinking of their work, whether directly public-facing or support functions, in terms of the service provided to internal and external customers. This has helped employees and teams to understand who their customers are and recognise the good customer service which they already provide, identify where improvements are required and develop service improvement plans to implement them. Much of this change can be attributed to behavioural change in the way the organisation thinks and acts; however, it can be aided and assisted by the introduction of new initiatives such as updated customer satisfaction surveys and the re-launch of an Employee and Team Recognition Scheme.
10. The positive developments described above demonstrate that already the project has moved beyond a 'tick-box' exercise designed to achieve accreditation without meaningful improvements to the way the organisation operates. It is nevertheless important to ensure that momentum following accreditation is maintained; this will be achieved through the continuing work of the CSE PAG under its previous auspices as the Service First group, and the absorption of corporate work plan actions into service plans for 2011-12 and beyond.
11. Customer service is also being 'mainstreamed' into the Council's priority activities through the customer contact review and draft Council action to improve the Council's website. The Customer Contact Strategic Review is exploring current standards and future delivery options for first-contact customer services, with a view to identifying a preferred option for the way forward for agreement by Cabinet in Summer 2011. This project involves a strong consultation element and has strong links to the key themes of the CSE project; for example, the review of the Customer Service Standards and Strategy will be informed by the consultation, with revised standards to be based around the preferred model chosen.
12. All the Council's corporate policies and projects contribute directly and indirectly to improving customer service. These are too numerous and wide in scope to mention here; however, it should be noted that the recent Performance Management Task and Finish Group's report, its recommendations since accepted by the Cabinet, has led to improvement actions with strong links to customer services, covering areas such as public consultation to determine priorities for action and performance monitoring and employee recognition for strong performance.

Implications

13.	Financial	The project is anticipated to be delivered under budget, although details of the customer service training programme have yet to be fully costed.
	Legal	None specific arising from this report and recommendations.
	Staffing	The project continues to be delivered using existing staffing resources.
	Risk Management	The project assurance group oversees a risk log modelled on the Council's corporate risk management policies.
	Equality and Diversity	The project itself has not been specifically impact-assessed; however, the criteria and evidence required have strong links to equality and diversity in terms of identifying and engaging with hard-to-reach customer groups and adapting services to meet their needs.
	Equality Impact Assessment completed	No – see above As above
	Climate Change	None specific arising from this report and recommendations.

Consultations

14. The project has been overseen by a cross-service CSE PAG chaired by Steve Hampson, with regular progress reports made to the Portfolio Holder. Consultation in terms of engagement and customer satisfaction has been and will continue to be a key process by which the Council understands its customers in order to provide services which meet their diverse needs. The Scrutiny and Overview Committee considered a report on the latest position at its meeting in January 2011, providing useful feedback for the project team and broad endorsement of the aims, objectives and proposed timetable for the conclusion of the project.

Effect on Strategic Aims

15. The preparation of the Council to achieve CSE accreditation is a key corporate action to be carried out during 2010-11, and there is a provisional action for 2011-12 to improve the Council's website to encourage a self-service approach based on 'tell us once' and 'getting it right first time'. Indirectly, the project has identified a number of improvement areas which, in conjunction with a long-term vision for customer contact, will help the Council to ensure excellent customer service that all its future aims are based on local intelligence informed by the results of engagement and customer satisfaction.

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

[Report to the Scrutiny and Overview Committee, 6 January 2011](#) (and appendix setting out the assessor's full response following pre-assessment)
CSE Updated Corporate Work Plan (available from the Policy and Performance Team using the contacts below)

Contact Officer: Richard May, Policy and Performance Manager
Tel: (01954) 713366

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SOUTH CAMBRIDGESHIRE DISTRICT COUNCIL

REPORT TO:	Policy and Performance Portfolio Holder (11am)	15 February 2011
AUTHOR/S:	Finance and Staffing Portfolio Holder (6pm) Chief Executive / Executive Director (Corporate Services) / Corporate Manager, Community and Customer Services	

**INTEGRATED BUSINESS MONITORING REPORT: 2010-2011
THIRD QUARTER (1 OCTOBER – 31 DECEMBER 2010)**

Purpose

1. To receive headline information relating to the Council's performance with regard to its key corporate actions, performance indicators, General Fund, Housing Revenue Account (HRA) and capital programme for 2010-11, identifying relevant links between budget and performance and where there may be opportunities to reallocate resources to reflect ongoing and emerging policy priorities.
2. This is not a key decision; however, it provides the key performance information necessary to assess the authority's performance against its strategic aims and effectiveness of its budgetary control in doing so. It was first published in the October 2010 Forward Plan. Following consideration by EMT at its meeting on 26 January 2011, quarterly integrated business monitoring reports are required to be submitted to the Policy and Performance and Finance and Staffing Portfolio Holders in accordance with the Leader of the Council's Scheme of Delegation of Executive Functions set out in Part 3 of the Constitution. Specific areas of concern will be cascaded to other Portfolio Holders for detailed consideration and action, as required.

Recommendations

3. The Portfolio Holders are recommended to note the projected expenditure and performance position, as set out in paragraphs 4-7 below, identifying any specific areas of concern for detailed further action, as appropriate.

Executive Summary

4. This position statement is reporting on the variance between the revised budgets to be approved by Council and the working. Below is a summary of December's projections and for comparison purposes the corresponding November projections. The key movement since the last report relates to the significant savings identified with respect to the recycling service (£153k), an explanation for which is given in paragraph 12(d) below.

	December's Projected Outturn		November's Projected Outturn		Movement
	Compared to Working Estimate		Compared to Working Estimate		Appendix 1
	Overspend + / Underspend ()				
	£	%	£	%	£
General Fund	(450,000)	(2.88)	(280,300)	(1.80)	(169,700)
Housing Revenue Account (HRA)	589,600	2.64	(90,600)	(0.41)	680,200
Capital	79.100	0.88	79.700	0.89	(600)

5. The original estimate and working estimate (original estimate plus virements plus rollovers agreed by the Section 151 officer) differ on the General Fund by the £50,000 increase to cash limits agreed by Cabinet for the recruitment/appointment costs of the new Chief Executive and by £1,000,000 on Capital for Council's resolution to fund acquisition of existing dwellings from capital receipts or borrowing.
6. In light of the previous year's underspending the individual budgets identified in **Appendix 1** have been selected on the basis of either the size of the budget, the risk associated with that budget, or on the basis of previous over/under spending.
7. The Council continues to make good progress against the vast majority of its key corporate actions for 2010-11. There is concern in respect of Action 5 (reduction in the Council's carbon emissions), in response to which management actions have been identified and careful monitoring will be undertaken. Progress against each action is shown in the report at **Appendix 2** attached.

Considerations – Integration of finance and performance information

8. The following sections provide relevant background and context for areas of budget variance and performance including, where appropriate, links between the two elements.
9. EMT, at its meeting on 26 January 2011, considered this report with a view to identifying circumstances in which it may be appropriate to recommend the reallocation of resources between services to address variances between finance and performance within the organisation. EMT made no specific recommendations in this regard.

Considerations – Financial Position

10. A summary position statement is provided at **Appendix 1**.
11. Highlighted below are the significant items.

Revenue

General Fund

- a. An analysis of the revised **Departmental budgets** for 2010/11 as compared to the working estimates indicates a net underspend of £39,000, an increase in the underspend of £21,300 from November's reported position;
- b. Additionally the revised departmental and overhead accounts are £170,900 less than the original estimates;

- c. **Land Charges** is still predicted to overspend by £10,000 because the of the abolition announced by the Coalition Government of the Home Information Packs;
- d. **Recycling** is predicted to underspend by £152,400 as a consequence of the success of the new blue bin recycling service, through which a higher recycling rate has generated increased recycling credits;
- e. **Homelessness** has a predicted underspend of £42,200 on payments for accommodation due to the effective management of clients' needs;
- f. **Development Control** is predicted to overspend by £41,000 on obtaining external advice on applications because of the volume of small applications received was beyond the capacity of the staff employed pending the re-organisation of the service to determine within targets. Posts in the re-organised department are now fully staffed;
- g. **Development Control income** is lower than estimated owing to the continuing slow down in the housing market and consequential effect on income received re: large scale developments. The current shortfall equates to a full year predicted overspend of £149,100. This has been offset by being awarded costs of £75,000 on the outcome of the Linton Wind Farm Appeal, giving a net overspend of £74,100;
- h. **The Building Control Service** on fee earning activities is expected to underspend by £106,800 because of increased income and lower allowable costs that can be charged against this account. Non fee earning activities which impact on the General Fund are anticipated to overspend by £13,200;
- i. **Concessionary Fares**
2009/10
 The County Council final invoices for the cost of reimbursing bus operators for 2009/10 were £21,600 less than the estimate when finalising the 2009/10 position. This has resulted in an underspend of this amount in this financial year;
2010/11
 The latest information from the County Council if pro-rated up to a full year indicates a potential underspend of £66,400, and together with a reduction in Government grant gives a potential total underspend in this financial year of £68,300;
- j. **Growth Agenda** is expected to overspend by £28,700 as the income from Cambridge Horizons will be less than that assumed in the estimates;
- k. **Planning Policy** is anticipated to underspend by £20,000;
- l. The **Cost of Collecting National Non Domestic Rate** will underspend by £9,500 because of clearance of provision for losses on costs of collection;
- m. The coalition government as part of central government cutbacks has abolished the **Local Authority Business Growth Incentive** distribution to local authorities; this means a loss of income of £91,900. Housing and Planning Delivery Grant was also abolished for 2010/11 but the income shown in the estimates is the amount being used from previous years. Assuming this grant is not replaced this will leave a shortfall of £1.23m to the end of 2014/15 on current assumptions in the Capital Programme drawn up last year, but this has been reflected in the recently revised MTFS;

- n. A £500,000 provision was made in the estimates for the cost of **redundancies and early retirements**. However, under accounting standards, a provision had to be made in the 2009/10 accounts for the cost of any restructurings which had been formally approved by 31 March 2010; consequently, £156,700 has been charged to the 2009/10 accounts and this sum will be an underspend in 2010/11, additionally £18,700 has not yet been used and of the amounts paid £10,000 will be charged to the HRA or Capital. These amounts come to a total underspend of £185,400;
- o. **Strategic Housing** has underspent by £2,000 as the cost of the Housing Market Assessment was less than originally estimated;
- p. The **Lettings & Advisory Service** is projected to underspend by £12,700 because of additional income and savings on advertising costs;
- q. The total of items l to p is a net underspend of £125,000 and is shown against the Other row in **Appendix 1**;
- r. Work is on going to identify where the balance of the **Savings Target** of £178,000 can be found. Currently £144,000 has still to be found in 2010/11;
- s. **Interest on Balances** has an expected surplus of £70,000 because of favourable rates achieved through direct dealing with clearing banks;

Housing Revenue Account (HRA)

- t. **Housing Repairs** is expected to underspend by £51,100 on the original estimates;
- u. The **Building Maintenance Contractor** is predicted to have a surplus of £9,500 because they have won additional work than that budgeted for;
- v. **Supported Housing** is predicted to underspend by £152,900 because of vacancies and additional income;
- w. **General Administration** The revised estimate is £47,200 less than the original estimate mainly because tenants handbook expenditure will not now be incurred and fees and charges are £30,000 more than originally planned;
- x. **Outdoor Maintenance** is expected to underspend by £2,000 as only essential work is now being undertaken;
- y. **Tenant Participation** is expected to underspend by £17,200 on newsletters and consultation because expenditure is less than originally planned;
- z. The cost of payments to agents for running **Hostels** is expected to underspend by £7,500 due to increased occupancy;
- aa. The HRA is making additional **contributions** of £223,000 to fund additional capital expenditure on disabled adaptations and heating replacements. An additional £650,700 is being contributed to fund repurchases of properties giving a total of £873,700;
- bb. The **Provision for Redundancies** was estimated at £150,000 but £69,300 was not required;

Capital

- cc. **Communal Facilities** Upgrades have slipped from 2010/11 into 2011/12 leading to an underspend of £29,600;
- dd. **ICT Development** The revised estimate is greater than the original by £34,000 mainly because of expenditure incurred on the perpetual licence for the income management system, funded from precautionary items;
- ee. **Improvement Grants** are expected to underspend by £5,000 on discretionary disabled facilities grants;
- ff. **Right to Buy Sales** have been lower than previously anticipated. The current shortfall is £300,000 but this is offset by a reduction in the amount to be transferred to the DCLG re pooling of capital receipts of £225,000 to give a net overspend of £75,000; and
- gg. With the withdrawal of the LPSA Reward Grant there is a possible net shortfall of income of £4,100.

Considerations – Corporate Actions

- 12. The following section provides brief commentary on each of the Council's eleven key corporate actions for 2010-11:

Action One – We will prepare the Council to achieve Customer Service Excellence accreditation during 2011 (Green)

- 13. The Council underwent pre-assessment in December 2010, feedback from which suggests that, subject to the completion of outstanding actions to address development areas and EMT/Portfolio Holder endorsement, it is on course to undergo full assessment in June 2011. Further details are contained within a report on the project, to be considered by the Policy and Performance Portfolio Holder at his meeting.

Action Two – We will increase the number of teenagers taking part in positive activities by 500 on the 2009-10 total (Green)

- 14. The Council has already exceeded the target to increase the number of children and young people taking part in positive activities by 500 through the successful undertaking of a number of initiatives, details of which are set out in the previous monitoring report considered by EMT in October 2010. Positive activities and engagement with children and young people will become further embedded at SCDC through the Young People's Plan, which was presented by young people to, and endorsed by, the Scrutiny and Overview Committee in January and was then submitted to the New Communities Portfolio Holder for approval on Tuesday 25 January.

Action Three – We will meet or surpass a 65% recycling and composting rate by 2012 (Green)

- 15. Following the successful launch of the blue bin service in October 2010, this action remains on target to be achieved within budget and timescale.

Action Four – We will improve and maintain the appearance of our villages in 2010-11 by:

4(a) Continuing our programme of installing litterbins at a further 10 lay-bys on the major routes in the District (Green)

16. This initiative remains on course to be completed within budget and timescale.

4(b) Continuing enhanced street cleansing within 10 of our larger villages past 2010-11 (amber)

17. The village centres programme was suspended following the withdrawal of Local Public Service Agreement (LPSA) funding; however, street cleansing continue to be undertaken on an *ad hoc* basis, subject to resources being identified from within existing budgets.

4(c) Undertaking a further 10 community clean-up events (Green)

18. The Council has facilitated considerably more than the 10 events targeted, providing support through carrying out joint village audits, co-ordination of National Probation Service in graffiti clearance, litter picking and fly tipping removal, the provision of equipment, and collection and disposal of rubbish.

4(d) Maintaining our street cleansing and envirocrime operations, including the litter picking of the A11 and A14 verges (Green)

19. The A11/A14 autumn litter pick is to be linked with the cutting of the highway verge by the county council. Due to the exceptionally mild autumn, closely followed by a cold December, the autumn cutting has been delayed; it has since been ordered, and should be undertaken shortly.

Action Five - We will achieve a 10% reduction in CO₂ emissions from Council's operations and publicise the outcome in order to set an example to other organisations (Amber)

20. Emission data for quarter three has yet to be finalised; however, final results from quarter two, and early indications suggest that the Council's target will not be met. Primary factors contributing to this are lower than anticipated reductions in fleet mileage and electricity use; the virtualisation of servers has been offset by the installation of new servers to support other key ICT infrastructure.

Action Six - We will work with parish councils to complete at least 6 local projects (or other quantified targets to be developed) supported by LPSA funding to contribute to the county target for the reduction of CO₂ emissions (Green)

21. The Sustainable Parish Partnership has grown rapidly and the annual target already exceeded; however, momentum is anticipated to slow down whilst the specialist officer post is vacant.

Action Seven – We will carry out specific actions to promote the district to new businesses, building links with the Cambridge University to assist start-ups and grown-on companies on the Cambridge Science Park and hosting and enabling at least 12 business development workshops within the district (Green)

22. The target to stage 12 business development workshops has been achieved, and surpassed through the provision of further events in partnership with Business Link. An Economic Strategy for the district has been launched for Consultation, proposing various actions to support business and meet future Council actions relating to new business support.

Action Eight – We will support local people to establish community orchards (Green)

23. This action is on target with schemes coming forward for the winter planting season, subject to schemes being dependent on community ownership and the availability of land. A number of potential schemes are being followed up. The Council has eight schemes where planting or other works are expected to take place this year, including sites which are parts of developments and 2 schemes which involve the restorative management of existing orchards. Schemes at Coton, Landbeach Emmaus and Rampton have been supported with grants.

Action Nine – We will implement actions from the Community Transport Strategy 2010-2012 to increase coverage and better publicise existing provision (Green)

24. Progress has been made being made on the following actions:
- Camsight research has been carried out, and the results expected in Spring 2011;
 - Young people's research has been commissioned to begin in Spring 2011;
 - Community Transport has been publicised via Camsight Rural Support Groups and Cambs Celebrates Age events, including at Sheltered Housing schemes.
 - Made representations regarding the importance of Community Transport provision in the district, as part of the development of the County Local Transport Plan.
 - The Care Network has been tasked with setting up or expanding car schemes into areas of need.

Action Ten – We will review and restructure the Affordable Homes Service to enable us to continue to provide our tenants with the best possible service within the resources available, and to meet new regulatory standards (Green)

25. All specific actions falling under this Corporate Action are on target.

Action Eleven – We will sign up to the Member Development Charter to enable Members to develop skills to meet new challenges for local government (Green)

26. The Leaders of the Council and Major Opposition Groups formally signed the Charter following the Cabinet meeting on 11 November 2010. A number of initiatives are underway in pursuance of the charter; further details are available in an [update report to the last meeting of the Environmental Services Portfolio Holder](#).

Considerations – Corporate performance by service areas

27. During the current cycle of meetings, Portfolio Holders are considering specific finance and performance reports in respect of budget and indicators relevant to each service area (these reports will be available to view on the Council's public website, www.scams.gov.uk). Any areas of specific concern regarding performance against key indicators will be reported.

Implications

28. The Council needs to ensure that it spends within its budgets, because of the impact on the level of balances and the implication for the Medium Term Financial Strategy. It also needs to demonstrate that it sets realistic targets and then achieves these.

29.	Financial	As detailed in the report.
	Legal	None specific arising from this report and recommendations.
	Staffing	None specific arising from this report and recommendations.
	Risk Management	None specific arising from this report and recommendations.
	Equality and Diversity	None specific arising from this report and recommendations.
	Equality Impact Assessment completed	No. Report is for information and in itself has no equality impact
	Climate Change	As set out in paragraph 20 above.

Consultations

30. None specific to this report.

Effect on Strategic Aims

31. The report provides an overview of progress towards the achievement of corporate actions which will contribute to the successful attainment of the Council's strategic aims. It enables the effects of any under or overspending on the achievement of corporate aims, service priorities and performance indicators to be identified through the linking of budgets with service performance.

Conclusions / Summary

32. The forecast outturn on the General Fund is a net underspend of £450,000. This net underspend amounts to 2.88% of the Revised Net District Council Expenditure for the financial year ending 2010/11.
33. The HRA predicted overspend of £589,600 equates to 2.64% of gross expenditure. Capital has a predicted overspend of £79,100, which is 0.88% of gross expenditure.
34. The Council continues to make good progress towards the achievements of its strategic aims.

Background Papers: the following background papers were used in the preparation of this report: Original Estimates 2010/11

Financial Management System Reports

CorVu Corporate Plan 2010/11 Performance Report

Contact Officers: Richard May, Policy and Performance Manager,
Tel: (01954) 713366

Graham Smith, Best Value / Management Accountant
Tel: (01954) 713126

Significant Budget Items
APPENDIX 1

Previously Reported (Under)/ Over Spend Compared to Working Estimate £		Revised Estimate 2010/11 £	Working Estimate 2010/11 £	Actual Income & Expenditure to 31st December as at 15/01/11 £	Projected (Under)/ Over Spend Compared to Working Estimate £	Movement from Previous Month's Position £	Report Paragraph References
Revenue							
Expenditure							
(17,700)	Departmental Accounts (note 1)	15,848,950	15,848,950	11,795,710	(39,000)	(21,300)	a
0	Central Overheads (note 2)	1,084,860	1,084,860	799,639	0	0	
(170,900)	Reduction from Original to Revised Estimates	170,900	170,900	0	(170,900)	0	b
Previously Reported (Under)/ Over Spend Compared to Working Estimate £		Original Estimate 2010/11 £					
10,000	Land Charges	(205,930)	(205,930)	(210,680)	10,000	0	c
0	Refuse Collection	2,055,270	2,055,270	1,689,743	0	0	
0	Street Cleansing	490,940	490,940	448,444	0	0	
0	Kerbside Recycling	703,530	703,530	990,708	(152,400)	(152,400)	d
(35,000)	Homelessness	98,780	88,780	(9,451)	(42,200)	(7,200)	e
0	Net HRA Recharges	(438,590)	(438,590)	0	0	0	
20,000	Development Control (Gross Expenditure)	704,440	704,440	101,985	41,000	21,000	f
105,000	Development Control (Income)	(1,783,250)	(1,783,250)	(611,689)	74,100	(30,900)	g
13,200	Building Control	(463,230)	(463,230)	(270,764)	13,200	0	h
(89,600)	Concessionary Fares	319,970	319,970	280,025	(68,300)	21,300	i
28,700	Growth Agenda	(415,240)	(415,240)	(402,576)	28,700	0	j
(20,000)	Planning Policy	93,600	93,600	9,225	(20,000)	0	k
(120,000)	Other	1,483,880	1,194,690	952,621	(125,000)	(5,000)	l,m,n,o,p
144,000	Savings Target	(178,000)	(178,000)	0	144,000	0	r
(132,300)	Total	19,570,880	19,271,690	15,562,940	(306,800)	(174,500)	
(70,000)	Interest on Balances	(500,000)	(500,000)	(440,438)	(70,000)	0	s
0	Interest transferred to Housing Revenue account	49,000	49,000	0	0	0	
(202,300)	Total	19,119,880	18,820,690	15,122,502	(376,800)	(174,500)	
(78,000)	Less Departmental/Overheads recharged to HRA & Capital	(3,564,090)	(3,214,900)	0	(73,200)	4,800	
(280,300)	General Fund Total	15,555,790	15,605,790	15,122,502	(450,000)	(169,700)	
0	Use of Specific Reserves	0	0	0	0	0	
(280,300)	Net General Fund Total	15,555,790	15,605,790	15,122,502	(450,000)	(169,700)	

Previously Reported (Under)/ Over Spend Compared to Working Estimate £		Original Estimate 2010/11 £	Working Estimate 2010/11 £	Actual Income & Expenditure to 31st December as at 15/01/11 £	Projected (Under)/ Over Spend Compared to Working Estimate £	Movement from Previous Month's Position £	Report Paragraph References
<u>Housing Revenue Account</u>							
0	Housing Repairs - Revenue	3,067,800	3,067,800	1,781,366	(51,100)	(51,100)	t
(3,000)	Building Maintenance Contractor (net less recharges)	(333,410)	(333,410)	(110,996)	(9,500)	(6,500)	u
(132,000)	Supported Housing (Gross Expenditure)	1,666,070	1,666,070	1,099,135	(152,900)	(20,900)	v
0	Supported Housing (Gross Income)	(1,442,000)	(1,442,000)	(783,604)	0	0	w
0	General Administration	380,600	350,600	150,167	(47,200)	(47,200)	w
(10,000)	Outdoor Maintenance	16,260	16,260	101,385	(2,000)	8,000	x
(23,000)	Other (including Payment to Government & Capital Charges)	15,878,390	15,878,390	8,463,020	779,700	802,700	y,z,aa,bb
0	Rent Income	(22,170,000)	(22,170,000)	(11,014,646)	0	0	
77,400	Recharged Departmental & Overhead Accounts	3,042,260	3,072,260	0	72,600	(4,800)	
=====		=====	=====	=====	=====	=====	
(90,600)	Housing Revenue Account Total	105,970	105,970	(314,173)	589,600	680,200	
=====		=====	=====	=====	=====	=====	
<u>Capital</u>							
<u>Capital Expenditure</u>							
<u>HRA Capital</u>							
0	Housing Repairs - Capital	3,500,000	3,500,000	2,854,534	0	0	
0	Acquisition of Existing Dwellings	1,000,000	2,000,000	900,747	0	0	
0	Other	309,580	309,580	30,133	(29,600)	(29,600)	cc
<u>GF Capital</u>							
0	ICT Development	274,000	274,000	103,127	34,000	34,000	dd
0	Wheeled Bins	1,509,000	1,509,000	1,416,176	0	0	
0	Improvement Grants	770,000	770,000	543,536	(5,000)	(5,000)	ee
0	Other	575,600	575,600	551,081	0	0	
<u>Capital Receipts</u>							
300,000	Right to Buy Sales	(1,212,940)	(1,212,940)	(758,895)	300,000	0	ff
0	Equity Share & Other Sales	(1,838,650)	(1,838,650)	(1,058,350)	0	0	
0	Other Capital Receipts	0	0	(5,142)	0	0	
(225,000)	Transfer to DCLG re pooling of capital receipts	1,450,000	1,450,000	918,750	(225,000)	0	ff
4,100	Other Grants & Allowances	(5,824,160)	(5,824,160)	(311,832)	4,100	0	gg
600	Recharged Departmental & Overhead Accounts	105,170	105,170	0	600	0	
=====		=====	=====	=====	=====	=====	
79,700	Capital Total	617,600	1,617,600	5,183,865	79,100	(600)	
=====		=====	=====	=====	=====	=====	

Notes:

1. This excludes sheltered housing and manual workers in the Housing and Environmental Services Department and capital charges which are reversed out in the General Fund summary.
2. This includes office accommodation at Cambourne and the depot at Landbeach but it excludes capital charges, which are reversed out in the General Fund summary and departmental recharges as the cost is already included in Departmental Accounts. It also includes Central Expenses and Central Support Services.
3. General Fund gross expenditure on services excluding recharges, capital charges and capital financing.

Report Scorecards > Council Actions 2010/2011

Selected Month: January 2011

Measure Name	Frequency	Responsible Officer	Unit of Measure	Current Performance		End of Year Performance		Comments
				Target	Actual	YTD Actual	End of Year Target	
Council Actions 2010/2011								
Aim : 2010/11 Actions Scorecard								
Approach : AIM A - Listening Council								
Action 01 - % Customer Service Excellence project achieved	QUARTERLY	Paul Howes	Percentage		75			We completed a documentary review and on-site pre-assessment in December 2010. Provisional recommendation for final assessment is for June 2011, which will be well within the target.
Action 11 - % Member Development Charter project completed	QUARTERLY	Fiona McMillan	Percentage		100			At the Policy & Performance PFI meeting on the 16th November 2010, 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.
Approach : AIM B - Safe & Healthy place								
Action 02 - % Teenager in positive activities project completed	QUARTERLY	Jo Mills	Percentage		100			The Council had exceeded the target of 500 by September 2010.
Approach : AIM C - Proud to Live								
Action 03 - % Recycling/Composting 65% project completed	QUARTERLY	Stuart Harwood-Clark	Percentage		50			This action is due to be 100% completed by 2012 and quarterly 2-year accumulating targets have been set accordingly.
Action 04 - % Village appearance project	QUARTERLY	Stuart	Percentage		100			

Report Scorecards > Council Actions 2010/2011
Selected Month: January 2011

Measure Name	Frequency	Responsible Officer	Unit of Measure	Current Performance		End of Year Performance		Comments
				Target	Actual	YTD Actual	End of Year Target	
completed		Harwood-Clark						
Action 04a - % Litterbins project completed	QUARTERLY	Stuart Harwood-Clark	Percentage		100			
Action 04b - % Street cleaning enhancement project completed	QUARTERLY	Stuart Harwood-Clark	Percentage		75			This project was affected by Govt's decision to withdraw LPSA funding. The Council has facilitated significantly more than the 10 planned events, providing support through carrying out joint village audits, co-ordination of National Probation Service in graffiti clearance, litter picking and fly tipping removal, the provision of equipment, and collection and disposal of rubbish.
Action 04c - % Community clean-up events project completed	QUARTERLY	Stuart Harwood-Clark	Percentage		100			
Action 04d - % A11/A14 verge cleaning project completed	QUARTERLY	Stuart Harwood-Clark	Percentage		100			
Action 05 - % CO2 emission reduction project completed	QUARTERLY	Jo Mills	Percentage		70			Measures implemented may not give the expected 10% reduction.
Action 06 - % Parish CO2 emission reduction project completed	QUARTERLY	Jo Mills	Percentage		75			Membership continues to increase. Expect some pressure on resources in the 4th quarter while the specialist officer post is vacant.
Action 10 - % Housing Service restructuring project completed	QUARTERLY	Stephen Hills	Percentage		100			This is completed, with all identified posts being filled. The last posts to be filled were the Resident Involvement Officer and Housing Strategy Assistant.
Approach : AIM D - Local jobs								
Action 07 - % Business promotion project	QUARTERLY	Jo Mills	Percentage		100			The target to stage 12 business

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Report Scorecards > Council Actions 2010/2011
Selected Month: January 2011

Measure Name	Frequency	Responsible Officer	Unit of Measure	Current Performance		End of Year Performance		Comments	
				Target	Actual	YTD Actual	End of Year Target		Estimate
completed									development workshops had been achieved by September 2010.
Approach : AIM E - Voice for Rural Life									
Action 08 - % Orchards project completed	QUARTERLY	Jo Mills	Percentage		75				Action is on target. Schemes coming forward for winter planting season but dependant on community ownership and availability of land. Currently have 8 schemes where planting or other work is expected (includes sites which are parts of developments and 2 schemes which involve restorative management of existing orchards). Coton, Rampton and Emmaus Landbeach schemes
Action 09 - % Community Transport Strategy project completed	QUARTERLY	Paul Howes	Percentage		75				Camsight research carried out; report due Spring 2011. Young people's research commissioned to begin early 2011. Publicised CT at Camsight Rural Support Groups and Cambs Celebrates Age events including at Sheltered Housing. Contributed to LTP3 discussions to ensure CT in South Cambs given appropriate weight in new plan. Care Network tasked to set up / expand existing car schemes into areas where there is need. Steering Group met in October.

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SOUTH CAMBRIDGESHIRE DISTRICT COUNCIL

REPORT TO:	Policy and Performance Portfolio Holder	15 February 2011
AUTHOR/S:	Chief Executive/Corporate Manager for Community and Customer Services	

**CUSTOMER SERVICE PERFORMANCE – 2010-11 QUARTER THREE
(OCTOBER-DECEMBER 2010)**

Purpose

1. To review performance against the Council's Customer Service Standards incorporating complaints and compliments during quarter three, October to December 2010.
2. To identify areas of strong and under-performance and note actions, planned and underway, to address these.
3. This is not a key decision. It is for the Portfolio Holder's information and comment.

Recommendation

4. That the Portfolio Holder note the content of this report, highlighting any recurring themes and identifying areas for further investigation, as required.

Executive Summary

5. **67 compliments** were received during quarter three, a 57% increase on quarter two figures of 38.
6. Contact Centre performance continues to meet the service level agreement targets.
7. Reception Customer Satisfaction Surveys were launched in November 2010. The overall feedback from this survey was **positive**; the Council is meeting its performance targets for greeting customers promptly; providing a friendly and efficient service and making sure customers are seen within 10 minutes of them visiting the Council or attending a pre-arranged appointment.
8. Customer Insight Satisfaction Survey interviews took place between 6-7 January 2011. Overall feedback was **very positive** with 89% of respondents being 'very satisfied' or 'satisfied' with the service we provide.
9. Within the third quarter of 2010/11 the Council registered 55 complaints, this figure is **lower** than the figure reported in quarter two of 63. Affordable Homes continue to generate the highest percentage of complaints followed in descending order by Planning & New Communities and Health & Environmental Services.
10. During the third quarter, 89% of complaints were registered and acknowledged within three workings days, an **increase** from 82% in quarter two.
11. 71% of registered complaints were responded to within timescale, representing a **decrease** from quarter two of 75%. Corporate Services and Community & Customer

Services performed strongly, whilst noticeable improvement has been made by Planning & New Communities.

12. The majority of complaints have concerned service processes and/or procedures, failure to act and staff issues/conduct.
13. To encourage customers to engage and to suggest service improvements, the Customer Service Coordinator (CSC) is forwarding customer satisfaction questionnaires only to complainants for completion who have had their complaints upheld by the Council. In quarter three, a total of 22 questionnaires were sent, to-date we have not received any completed and returned. Comparison data for quarter two, 21 questionnaires were sent to complainants and only 6 were returned.
14. During the third quarter, the Council received no complaints submitted by the Local Government Ombudsman (LGO).
15. Information analysed from completed learning from complaints forms shows the Council is actively learning from complaints and is making changes to policy and procedures where necessary to improve service efficiency. The completion rate for Learning from Complaints forms was 58%.

Compliments

16. 67 compliments were registered during quarter three, a 57% increase on the previous quarter. Tables 1-2 in the **attached** appendix provide a full breakdown of compliments received by service area.
17. Notable comments included:

“Within three hours from logging the call a plumber was on site fixing the leak and it was Christmas Day night. Pass this to the relevant department for some praise and would like to thank you again. Well done!”

“This morning we had the green and blue bin collections and my neighbours' bin was overlooked. We happened to see your collection team and told them. They returned at the end of their round and emptied the bin. They were polite and cheerful in the extremely cold conditions and I would like to applaud them. Please let them know that their work is valued and thank them.”

“I would like to put on record our appreciation of the South Cambs Councils refuse and recycling crews attempts to maintain a near normal collection service during this last month of adverse weather. Your operatives have maintained a friendly, polite, efficient service during very testing times. Well done to all concerned.”

“I would like to take this opportunity to thank you for your involvement, help and assistance.”

“Many thanks for all your help. It is really very appreciated.”

“We would all like to thank and show appreciation of HR for their support and guidance.”

“To personally thank you for your input and support in the success of our recent application for planning permission. We have found the professional advice we have received invaluable and cannot imagine how we would have achieved this positive result without such guidance.”

“Yesterday morning I phoned for help and was told that someone would be round within 4 hours. Barely 1 hour 30 mins later, help arrived - friendly and efficient. Please pass on my real appreciation to the department concerned. I am most grateful to South Cambs District Council for the rapid response to my need.”

Telephone Performance

18. Telephone performance at Cambourne HQ remains strong and consistent during quarter three meeting all service level agreement target figures. 0.5% of calls were abandoned, average wait time for a call to be answered was 3 seconds and 98% of calls answered within 20 seconds. (See Table 3 in Appendix).
19. The Contact Centre continues to meet targets set out in their service level agreement. Call abandonment rate was 2%; average wait time for a call to be answered was 8 seconds, 89% of calls answered within 20 seconds and 91% of calls answered by Switchboard within 10 seconds. (See Table 4 in Appendix).
20. Quarter three figures show an impressive improvement on figures published in the previous quarter, which can be largely attributed to specific training and development programmes for all staff, new starters and existing, on a quarterly basis, combined with an overall reduction in call volumes.

Reception Customer Satisfaction Survey

21. Launched in November 2010, this survey is designed to establish how satisfied visitors and/or customers are with the service provided by the Council's reception and explore what improvements can be made. All visitors to the Council offices are invited by the Customer Service Officers to complete a questionnaire before leaving the building.
22. 40 respondents completed the survey since its launch in November 2010. A summary highlighting satisfaction ratings of the report is as follows. A full report is available upon request from the Customer Service Co-ordinator.
 - 80% of respondents rated accessibility to these offices as 'good' or 'excellent'.
 - The majority of customers visit our offices because they need to see a member of staff (39%); or to deliver or collect a form (20%).
 - 97.5% rated the cleanliness of the reception area as 'excellent' or 'good'.
 - 89% rated our facilities provided as 'excellent' or 'good'.
 - The Council commits to 'welcoming visitors promptly' and the results were positive in that 97% did not have to wait more than 5 minutes to be seen by a member of the reception staff and/or a case officer.
 - All respondents considered their waiting time to be acceptable.
 - 95% rated overall satisfaction with reception service as 'excellent' or 'good'.
 - 74% of respondents rated their overall satisfaction with the office staff as 'excellent' or 'good'.
23. Overall, feedback from the survey was very positive, demonstrating that the Council is meeting its targets for greeting customers promptly and seeing all customers within 10 minutes of their appointments. Key development areas related to the increasing the provision of private rooms for customers discussing sensitive personal matters and increased access to ICT in Reception, which will be taken up by the CSC and will inform the on-going Customer Contact review.

Customer Insight Survey

24. Customer insight surveys were carried out on 6-7 January 2011, involving interviews with customers to explore in more depth their reasons for visiting the Council and the speed and quality with which their enquiries were dealt with. As with the satisfaction

survey, the emphasis was on ways in which their experience could be improved. A total of 59 visitors to the Council were approached upon leaving the building and agreed to take part in the completion of a survey.

25. A full report is available upon request from the CSC analysing the responses gathered from the interviews. Headline results are as follows:
- 89% visited the Council less than once a month.
 - 21% visited for general planning enquiries, 17% for housing enquiries and 16% to attend pre-arranged meetings.
 - **91% had their enquiry resolved during their visit.**
 - Only 4 out of the 57 surveyed did not resolve their enquiry fully on their visit due to additional evidence needed relating to their personal circumstances.
 - Respondents felt that the main things, which defined excellent customer service to them, were a good knowledge of services available, courteous and polite staff and speedy service.
 - When asked 'what did you like about our offices', 30% said our friendly staff.
 - 87% thought it was important for the Council to consult with its customers.
 - Preferred methods of consultation with customers; 27% by questionnaire in person and 20% by the South Cambs. Magazine.
 - Customers expressed they would like the Council to communicate with its customers by face-to-face methods or by the telephone, 30% and 27% respectively.
 - 43% of our customers prefer to communicate with the Council face-to-face and 31% prefer by telephone.
 - 89% of those surveyed rated overall satisfaction with us was 'very satisfied' or 'satisfied'.
26. In summary, the insight surveys revealed pleasingly high levels of satisfaction by customers with the speed and quality of service received, and with the facilities they encountered. Full analysis has revealed some interesting development areas in terms of customers' preferred means of being consulted with, and with the quality and accessibility of relevant service information; the Policy and Performance Team will take these issues forward in the immediate future and these will again inform the on-going Customer Contact review to develop an integrated, holistic framework for the future.

Complaints Performance

27. In quarter three, 55 complaints were registered, 52 of which were resolved at stage 1 and 3 at stage 2. Chart 1 and Table 5 in the **attached** Appendix provide full details of complaints received by service, and a year-on-year comparison of total complaints received per quarter.
28. As would be expected, the larger front-line customer-facing services receive the highest proportion of complaints. Analysis of complaints received, and from the receipt of completed Learning from Complaints forms (see paragraphs 36-38 below) had identified a general trend in terms of complaints arising from customers' expectations not being met. Whilst it will not be possible to meet customers' full expectations in every case (especially when many processes are governed by statutory timescales), there is work for the services concerned, with support from the Policy and Performance Team and Corporate Services, to provide greater clarity in respect of processes and service levels, in order to manage customer expectations

more effectively. Where recurring issues have been raised in relation to the conduct of staff, these matters are being addressed by appropriate managerial interventions.

29. During the third quarter, 89% of complaints were registered and acknowledged within three working days, an increase from 82% in quarter two. Reduced performance is attributable to three complaints being sent to the service area and not directly to CSC to be logged and acknowledged quickly. In addition, the CSC has been required to prioritise key customer service priorities linked to working towards CSE accreditation; national customer service week, planning and preparation for documentary review day and on-site pre-assessment. Temporary support has been provided in the Policy and Performance team until March 2011 which will enable improvement to be reported in quarter four. (See Chart 2 in Appendix).
30. In quarter three, combining stage one and stage two complaints, 71% of registered complaints were responded to within timescale, a slight decrease on quarter two of 75%. (See Chart 3 and Table 6 in Appendix).
31. The CSC proactively works with all service areas to try and improve their response rates by sending weekly reminders to designated persons highlighting any complaints that are nearing their due date or any that are outstanding.
32. Complaints are broken down into seven broad themes; failure to communicate, failure to act, misinformation, Council charges, service delivery, staff issues/conduct and processes. The predominant themes recorded in the third quarter in descending order were processes and/or procedures, failure to act and staff conduct. (See Table 7 in Appendix).
33. To try and encourage customers to engage with the Council and provide positive suggestions for improvements and/or actions for the Council to take forward, the decision was taken that all complainants whose complaint had been upheld would receive a customer satisfaction survey.
34. In quarter three, a total of 22 questionnaires were sent to complaints whose complaint had been upheld, to-date we have not received any completed and returned. In comparison with quarter two, 21 questionnaires were sent to complainants and only 6 were returned.

Local Government Ombudsman Complaints

35. This Council did not receive any complaints submitted by the LGO during the third quarter in 2010/11.

Learning from complaints

36. The purpose of the learning from complaints form is to ensure services have the opportunity to identify and act upon constructive feedback, to try and encourage corporate areas to prevent a complaint from recurring and to improve the customer's journey by making and implementing service improvements. In quarter three, 32 completed forms were returned out of 55, representing a 58% response rate. (See Table 8 in Appendix).
37. Completed forms have been analysed by each corporate area and reveal positive examples in which processes have been adapted in response to feedback (e.g. within Corporate Services, the time taken to provide updates to customers has been reduced as a direct result of feedback from a complaint), and provide reassurance

that, where things have gone wrong, appropriate management intervention and training has been put in place to put things right.

38. The content of this report has been discussed at CSE PAG on 28 January 2011. Actions have been noted and taken forward through the CSE corporate work plan. A full copy is available upon request.

Implications

39.	Financial	None
	Legal	None
	Staffing	Relevant projects are being taken forward using existing staffing resources.
	Risk Management	Failure to maintain high standards of complaint handling exposes the Council to the risk of more recourse to the Ombudsman. This brings a reputational risk.
	Equality and Diversity	An Equality Impact Assessment of the Complaints, Comments and Compliments Procedure was completed in October 2010. No adverse impacts were identified. Respondents to the Customer Insight survey were asked to complete Equalities Monitoring forms; however, only 12 out of 59 customers agreed to do so. Officers are investigating possible reasons for this, with a view to generating an increased response rate to future surveys.
	Equality Impact Assessment completed?	No Information detailed in this report is for monitoring purposes only and an Equality Impact Assessment is not required.
	Climate Change	None specific arising from this report and recommendations.

Effect on Strategic Aims

40.	Commitment to being a listening council, providing first class services accessible to all.
	The compliments, comments and complaints process provides a vital channel for customers to feedback information relating to their experience of our services. This information should inform service planning and reviews and identify improvements to service delivery that will contribute to proving first class services accessible to all.
	Commitment to making South Cambridgeshire a place in which residents can feel proud to live.
	Improving service design and delivery will result in increased customer satisfaction and further improve the Council's reputation.
	Commitment to providing a voice for rural life.
	Increasing community engagement and consultation will provide residents further opportunity to communicate with the authority and in turn will assist the Council provide a voice for rural life.

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

- Reception Customer Satisfaction Survey report, Customer Insight Survey report and Learning from Complaints reports are available from CSC.

Contact Officer: Rachael Fox – Customer Service Coordinator
Telephone: (01954) 713017

Appendix

**CUSTOMER SERVICE PERFORMANCE – QUARTER THREE
(OCTOBER-DECEMBER 2010)**

Table 1 - No. of Compliments received per Service Area

October – December 2010 (Qtr 3)	Total No. of Compliments
Corporate Area	
Planning & New Communities	19
Health & Environmental Services	14
Affordable Homes	16
Corporate Services	15
Community & Customer Services	3

Total no. of compliments registered in Qtr 2 = 38

Table 2 - Compliments by Corporate Area

Corporate Area	Qtr 1		Qtr 2		Qtr 3	
Planning & Sustainable Communities	9	32%	17	44%	19	29%
Health & Environmental Services	5	18%	4	11%	14	21%
Affordable Homes	6	21%	7	18%	16	24%
Corporate Services	3	11%	4	11%	15	22%
Community & Customer Services	1	4%	6	14%	3	4%

Table 3 - Cambourne HQ telephone performance

Measure	SLA target	Apr-June 2010 (Qtr 1)	Jul-Sept 2010 (Qtr 2)	Oct-Dec 2010 (Qtr 3)
Calls abandoned	<5%	1%	1.5%	0.5%
Average wait time	<30 secs	3 secs	3 secs	3 secs
Calls answered <20 seconds	80%	99%	98%	98%

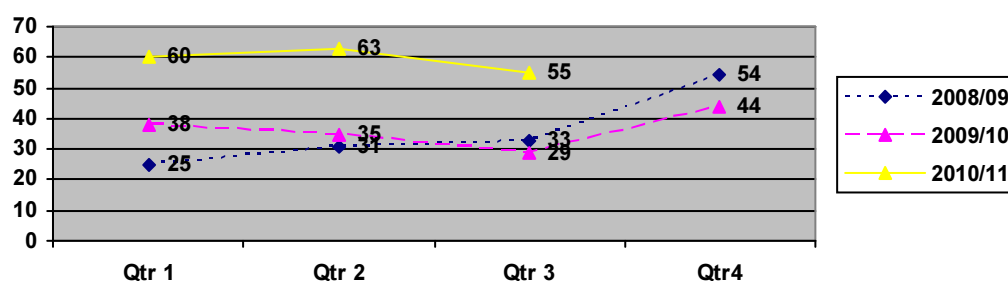
Qtr 3 - Total no. of answered calls = 53281 plus, total no. of missed calls = 301, making an overall total of 53582. Decrease of overall calls = 9545 on Qtr 2.

Qtr 2 - Total no. of answered calls = 62174 plus, total no. of missed calls = 953, making an overall total of 63127 calls. Increase of overall calls = 1338 on Qtr 1.

Qtr 1 – Total no. of answered calls = 61186 plus, total no. of missed calls = 603, making an overall total of 61789 calls.

Table 4 - Contact Centre telephone performance

Measure	SLA target	Apr-June 2010 (Qtr 1)	Jul-Sept 2010 (Qtr 2)	Oct-Dec 2010 (Qtr 3)
Calls abandoned	<5%	2%	3%	2%
Average wait time	<30 secs	10 secs	17 sec	8 secs
Calls answered <20 secs	80%	86%	79%	89%
Switchboard calls answered <10 secs	80%	92%	87%	91%

Chart 1 - No. complaints (stage one, two and three combined) per quarter**Table 5 – % complaints (stage one, two & three combined) per corporate area**

Corporate Area	Apr-June 2010 (Qtr 1)		July-Sept 2010 (Qtr 2)		Oct-Dec 2010 (Qtr 3)	
Planning & New Communities	15	25%	9	14%	13	24%
Health & Environmental Services	13	22%	15	24%	13	24%
Affordable Homes	27	45%	22	35%	20	36%
Corporate Services	5	8%	15	24%	8	15%
Community & Customer Services	0	0%	2	3%	1	2%

Chart 2 - % of complaints (stage one, two & three combined) acknowledged within target

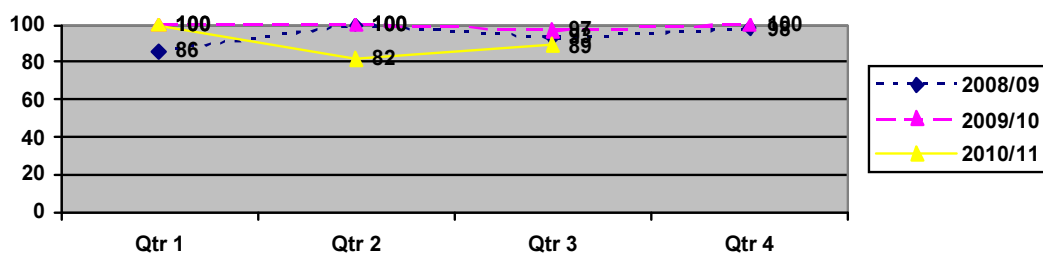


Chart 3 - % complaints (stage one, two & three combined) responded to within target

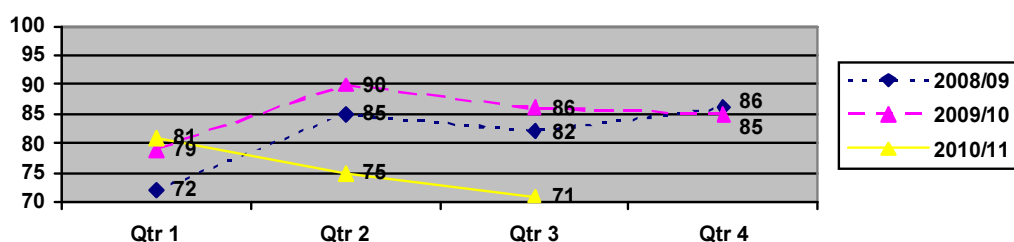


Table 6 - Corporate area performance - Complaints responded to within target

October-December 2010 (Qtr 3)	Total no. received	Total responded to within target	Response within target
Planning & New Communities	13	8	62%
Health & Environmental Services	13	11	85%
Affordable Homes	20	10	50%
Corporate Services	8	6	75%
Community & Customer Services	1	1	100%

Qtr 2 – Planning & New Communities 33%, Health & Environmental Services 53%, Affordable Homes 45%, Corporate Services 93% and Community & Customer Services 50%.

Table 7 - Complaint breakdown by broad theme

Theme	Qtr 1 No.	Qtr 1 %		Qtr 2 No.	Qtr 2 %		Qtr 3 No.	Qtr 3 %
Failure to communicate	5	8%		9	14%		2	4%
Failure to act	7	12%		16	25%		11	20%
Misinformation	0	0%		2	3%		0	0%
Council Charges	0	0%		1	2%		1	2%
Service Delivery	25	42%		8	13%		4	7%
Staff Issues/conduct	8	13%		12	19%		8	15%
Processes and/or procedures	15	25%		15	24%		29	53%

Table 8 - Completed Learning From Complaints Forms

October – December 2010 (Qtr 3) Corporate Area	Total no. of complaints	Forms completed and returned	Response within target
Planning & New Communities	13	7	54%
Health & Environmental Services	13	7	54%
Affordable Homes	20	12	60%
Corporate Services	8	5	63%
Community & Customer Services	1	1	100%
Total	55	32	58%

Response within target for quarter two (July-Sept 2010); Planning & New Communities 78%, Health & Environmental Services 80%, Affordable Homes 55%, Corporate Services 80%, Community & Customer Services 50%.

Quarter one (April-June 2010); Planning & New Communities 47%, Health & Environmental Services 23%, Affordable Homes 44%, Corporate Services 80%, Community & Customer Services N/A.

SOUTH CAMBRIDGESHIRE DISTRICT COUNCIL

REPORT TO:	Policy & Performance Portfolio Holder	15 February 2011
AUTHOR/S:	Chief Executive / Corporate Manager, Community and Customer Services	

2010/11 SERVICE PLAN MILESTONES REPORT – Q3**Purpose**

1. To report on the performance of the relevant Community and Customer Services Service Plan actions for 2010/11.

This is not a key decision.

Recommendations and Reasons

2. The Portfolio Holder is invited to note the report and its contents.

Background

3. The Policy and Performance Portfolio Holder monitors performance against actions set out in the 2010/11 Community & Customer Services Service Plan as part of their Portfolio Holder meetings on a quarterly basis. This report details the position at the end of the third quarter.

Considerations

4. **Appendix A** (attached) outlines progress against the actions in the 2010/11 improvement plan. This shows that, overall, good progress is being made against the actions in the Service Plan. All actions are either complete or on target to be met by the target date.

Implications

- 5.

Financial	None
Legal	None
Staffing	None
Risk Management	The review of key actions forms part of the risk management process in Community and Customer Services
Equal Opportunities	None

Consultations

6. None

Effect on Strategic Aims

7. The Policy and Performance Team support the delivery of all 5 council aims.

Conclusions

8. The Policy and Performance Portfolio Holder monitors performance against actions set out in the 2010/11 Community & Customer Services Service Plan as part of their Portfolio Holder meetings on a quarterly basis. This report details the position at the end of the third quarter. Good progress is being made.

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

None

Contact Officer: Paul Howes, Corporate Manager (Community & Customer Services)
Tel: (01954) 713351

2010/11 Improvement Plan

Implementation Status

Q2 Apr-Sept 2010

R	Little or no progress has been made to date. Target date likely to be missed. Intervention needed
A	Some progress has been achieved but concerns about ability to meet completion date. Monitor
G	The improvement action has been completed or on track to meet completion date.

Community & Customer Services

Action Number	Challenge identified	Status	Action	Completion Date	Milestones	Accountable Officer	Responsible	Additional Resources?	Progress Update 1 - July 2010
Policy & Performance - Performance									
1.2.1	Performance Management Framework	G	Ensure that the authority has a fit-for-purpose, effective framework for managing performance	Mar-11	(1) Develop a consolidated Performance Management Framework (May-10) (2) Develop and distribute Performance Manual to all relevant Officers (May-10) (3) Establish regular meetings with CAAL (Ongoing) (4) Carry out relevant actions within the Performance Improvement Strategy as set out in the action plan (Ongoing)	Corporate Manager – Community & Customer Services	Corporate Manager – Community & Customer Services Policy & Performance Manager Performance Information Officer	Within existing resources	Action (3) complete but now ceased in light of the Governments decision to abolish CAA.
1.2.2	Embed National Indicator Set	G	Ensure that the authority is able to respond to national deadlines for the submission of performance information	Mar-11	(1) Develop programme of monthly performance meetings, linked with Performance Improvement Group (Apr-10) (2) Develop database of all National Indicators and key local indicators, setting out responsible officers for audit purposes (May-10) (3) Develop and distribute a PI Manual for members (Jul-10)	Corporate Manager – Community & Customer Services	Policy & Performance Manager Performance Information Officer Senior Policy & Performance Officer	Within existing resources	Action (1) & (2) complete. Action (3) delayed until Government confirms new PI set. Target amended to Mar 11.

1.2.3	Effective Performance Monitoring	G	Promote the effective use of performance information within service areas and ensure that current information produced is fit for purpose and relevant	Feb-11	<p>(1) Review template for integrated performance reports (Jun-10)</p> <p>(2) Review existing performance monitoring arrangements and performance measures for all service areas (Jul-10)</p> <p>(3) Carry out audit spot checks of 2009/10 performance indicators (Mar-11)</p>	Corporate Manager – Community & Customer Services	<p>Policy & Performance Manager</p> <p>Performance Information Officer</p> <p>Internal Audit</p>	Within existing resources	<p>Action (1) complete.</p> <p>Action (2) on schedule.</p> <p>Internal Audit have rescheduled action (3) to Feb-11</p>
1.2.4	Comprehensive Area Assessment	Removed	Respond to the national agenda and ensure that the authority is prepared for and responding to the CAA inspection process	Mar-11	<p>(1) Develop CAA improvement plan in response to 2009/10 assessment (Apr-10)</p> <p>(2) Develop CAA framework for South Cambridgeshire District Council (Apr 10)</p> <p>(3) Carry out corporate self assessment for 10/11 covering all aspects of CAA KLOE's (Jul-10)</p> <p>(4) Develop programme of service area self assessments and case study 'evidence base' (Jul -10)</p> <p>(5) Annual Improvement Plan & Self-Assessment submitted as part of 10/11 CAA (Mar-11)</p>	Corporate Manager – Community & Customer Services	<p>Corporate Manager – Community & Customer Services</p> <p>Policy & Performance Manager</p>	Within existing resources	<p>Action (1) & (2) complete.</p> <p>Actions (3), (4), (5) not to be completed due to the Governments Decision to abolish CAA.</p>
1.2.5	Value for Money (VFM)	G	Ensure that all service areas have regard to VFM principles and undertake an assessment of their VFM performance	Mar-11	<p>(1) Develop corporate VFM self assessment template (Apr-10)</p> <p>(2) Carry out VFM self assessments for all service areas to feed into service planning process (Mar-11)</p>	Corporate Manager – Community & Customer Services	<p>Policy & Performance Manager</p> <p>Senior Policy & Performance Officer</p>	Within existing resources	<p>Action (1) complete.</p> <p>Action (2) will continue to be pursued, contributing to the organisations desire for increased efficiency through the service planning process.</p>
1.2.6	CorVu Development	G	Facilitate the further development of CorVu into a fit for purpose, comprehensive performance monitoring/improvement tool	Jul-10	(1) Develop a post implementation action plan to maximise the effectiveness of the system (Jul-10)	Corporate Manager – Community & Customer Services	<p>Senior Policy & Performance Officer</p> <p>Performance Information Officer</p>	Within existing resources	Action plan in place.

1.2.7	Benchmarking	G	Ensure that all service areas are comparing their performance with comparable authorities to determine both relative performance and VFM	May-10	<p>(1) Review existing benchmarking groups to ensure that they are relevant and fit for purpose (May-10)</p> <p>(2) Investigate possible new benchmarking groups relating to specific service areas to increase quality and validity of comparisons (May-10)</p>	Corporate Manager – Community & Customer Services	<p>Policy & Performance Manager</p> <p>Performance Information Officer</p>	Within existing resources	Actions (1) & (2) have been completed as part of the CSE work plan and Vfm self assessment element of service planning
The above improvement actions meet the organisation's aim of being a listening council, providing first class services accessible to all.									

Action Number	Challenge identified	Status	Action	Completion Date	Milestones	Accountable Officer	Responsible	Additional Resources?	Progress Update 1 - July 2010
Policy & Performance - Policy									
1.3.1	Corporate Plan	G	Ensure that the authority has a fit for purpose Corporate Plan outlining its priorities for 10/11	Mar-11	(1) Agree Corporate Plan for 10/11 (Apr-10) (2) Monitor performance against Corporate Plan priorities on an on-going basis (Mar-11)	Corporate Manager – Community & Customer Services	Corporate Manager – Community & Customer Services Policy & Performance Manager	Within existing resources	
1.3.2	Policy Review	G	Ensure that the authority is aware of the consequences of and able to respond to changes in local, regional, sub-regional and national policy	Jun-10	(1) Develop 'horizon scanning' function (Apr-10) (2) Develop new policy framework (May-10) (3) Review all Council policies / strategies to ensure they are still fit for purpose, relevant and up to date (Jun-10)	Corporate Manager – Community & Customer Services	Policy & Performance Manager Senior Policy & Performance Officer	Within existing resources	Action (1) complete. Actions (2) & (3) completed by Aug-10. Delays resulting from delayed recruitment of SPPO
1.3.3	Service Planning	G	Ensure a comprehensive and consistent approach to service planning across the authority	Sep-10	(1) Develop updated service plan template by (May-10) (2) Roll out updated template to whole authority, including appropriate publicity, to be used to draft 2011-14 service plans by (Sep-10)	Corporate Manager – Community & Customer Services	Corporate Manager – Community & Customer Services Policy & Performance Manager	Within existing resources	Action (1) and (2) complete.
1.3.4	Service Review	G	Improve services through the completion of a programme of service reviews	Mar-11	(1) Develop programme of future service reviews (Sep-10) (2) Review and refresh corporate Project Management methodology (Sep-10) (3) Carry out structured training programme on refreshed Project Management methodology (Mar-11)	Corporate Manager – Community & Customer Services	Corporate Manager – Community & Customer Services Policy & Performance Manager Senior Policy & Performance Manager	Within existing resources	Actions (3) on schedule. Action (2) complete. Action (1) being considered as part of EMT approach to budget saving process.
The above improvement actions meet the organisation's aim of being a listening council, providing first class services accessible to all.									

Action Number	Challenge identified	Status	Action	Completion Date	Milestones	Accountable Officer	Responsible	Additional Resources?	Progress Update 1 - July 2010
Policy & Performance - Consultations									
1.4.1	Consultation Strategy	G	Ensure that the authority has a fit for purpose strategy that outlines the corporate approach to consultations	Dec-10	(1) Develop new Consultations Strategy (Nov-10) (2) Develop Consultation Toolkit (Nov-10) (3) Develop Consultation database, allowing interactive record of all consultation activity occurring within the authority to be kept/publicised (Dec-10) (4) Develop a corporate stakeholders list (Dec-10)	Corporate Manager – Community & Customer Services	Policy & Performance Manager Senior Policy & Performance Officer	Within existing resources	All actions on schedule. Draft Consultation Strategy complete. Work on-going with Partnerships team to ensure consistency with community engagement work being undertaken.
1.4.2	Consultation Working Group	G	Establish a representative group across the authority to co-ordinate and centralise the authorities approach to consultation	Jul-10	(1) Set up corporate consultations working group to ensure corporate ownership of consultation activity (Sep-10) (2) Appoint Consultation 'Champions' in each area (Sep-10)	Corporate Manager – Community & Customer Services	Policy & Performance Manager	Within existing resources	PIG now includes consultation within remit. Needs formalising. Representatives of PIG are consultation champions
1.4.3	Citizens Panel	G	Investigate the use of Citizens Panels as a key means of carrying out consultation with the public	Sep-10	(1) Carry out review of the costs / benefits of a citizens panel, including benchmarking, to inform a decision of whether the authority should proceed in setting one up (Sept 10)	Corporate Manager – Community & Customer Services	Policy & Performance Manager Senior Policy & Performance Officer	Within existing resources	Review complete. Due to report to SMT to determine way forward.
The above improvement actions meet the organisation's aim of being a listening council, providing first class services accessible to all.									

Action Number	Challenge identified	Status	Action	Completion Date	Milestones	Accountable Officer	Responsible	Additional Resources?	Progress Update 1 - July 2010
Policy & Performance - Community Intelligence									
1.5.1	Community Intelligence Arrangements	G	Promote the effective use of community intelligence within the authority to ensure that current information produced is fit for purpose	Jul-10	(1) Carry out a review of existing community intelligence arrangements for all service areas (Jul-10)	Corporate Manager – Community & Customer Services	Policy & Performance Manager Senior Policy & Performance Officer	Within existing resources	Action (1) completed through CSE self-assessment process.
1.5.2	Enquiries Service	G	Provide the authority with a dedicated service covering all aspects of community intelligence data	Mar-11	(1) Set up dedicated e-mail address for community intelligence enquiries (May-10) (2) Develop 'self help' pages on the intranet covering all available data sources relating to the authority (Sep-10) (3) Compile register of advice given to service areas and external agencies/individuals (Mar-11)	Corporate Manager – Community & Customer Services	Policy & Performance Manager Senior Policy & Performance Officer	Within existing resources	Action (1) complete. Actions (2) & (3) on schedule
1.5.3	Geographical Information Systems (GIS)	G	Maximise the effectiveness and value of GIS to CCS and the authority as a whole	Mar-11	(1) Work with colleagues in Corporate Services to put in place a corporate GIS action plan for 2011-12 (Mar-11)	Corporate Manager – Community & Customer Services	Policy & Performance Manager	Within existing resources	On schedule.
1.5.4	Relationships with other units within the authority and external agencies	G	Ensure that community intelligence work is coordinated through the district, maximising economies of scale and reducing duplication of effort	Mar-11	(1) Investigate development of an intelligence-sharing protocol/understanding with the county council and other key LAA/LSP and other external partners (Mar-11)	Corporate Manager – Community & Customer Services	Policy & Performance Manager Partnerships Manager	Within existing resources	On schedule.
1.5.5	Provision of timely, high quality information	G	Ensure that the authority has access to the most up to date, relevant and useful information available	Mar-11	(1) Produce South Cambridgeshire Area Profile (Apr-10) (2) Produce a 'State of the District/Nation' report (May -10) (3) Produce ward profiles for all wards of South Cambridgeshire District Council (Mar-11)	Corporate Manager – Community & Customer Services	Corporate Manager Policy & Performance Manager Senior Policy & Performance Officer	Within existing resources	Actions (1) & (2) complete. Action (3) on schedule.
The above improvement actions meet the organisation's aim of being a listening council, providing first class services accessible to all.									

Action Number	Challenge identified	Status	Action	Completion Date	Milestones	Accountable Officer	Responsible	Additional Resources?	Progress Update 1 - July 2010
Policy & Performance - Customer Services/Feedback									
1.6.1	Customer Feedback Procedures	G	Ensure that the authority has up to date and fit for purpose feedback procedures in all areas	Mar-11	(1) Review the Compliments, Comments and Complaints Policy after one years operation of revised policy (Mar-11)	Corporate Manager – Community & Customer Services	Policy & Performance Manager Customer Service Co-ordinator	Within existing resources	On schedule.
1.6.2	Provision of timely, high quality information	G	Ensure that the authority has access to the most up to date, relevant and useful reports available	Dec-10	(1) Review current reporting mechanisms and timescales in respect of Portfolio Holder, SMT, EMT and Service First groups (Dec-10)	Corporate Manager – Community & Customer Services	Policy & Performance Manager Customer Service Co-ordinator	Within existing resources	On schedule.
1.6.3	Customer Service Excellence	G	The authority achieves corporate Customer Service Excellence (CSE) accreditation	Mar-11	(1) Achieve accreditation for the whole authority through the work of the CSE Project Group and associated action plan (Mar-11)	Corporate Manager – Community & Customer Services	Policy & Performance Manager Customer Service Co-ordinator	Within existing resources	Project on schedule.
1.6.4	Contact Centre	G	Review the Contact Centre contract as a basis for strategic decisions regarding future service arrangements following the expiry of the present contract in December 2012	Jun-11	(1) Outputs of Contact Centre review project reported to Cabinet with firm recommendations for future service provision (Mar-11)	Corporate Manager – Community & Customer Services	Policy & Performance Manager Senior Policy & Performance Officer	Within existing resources	On schedule. Review now expanded to look at Customer Contact in the wider sense therefore completion date revised to June 2011.
The above improvement actions meet the organisation's aim of being a listening council, providing first class services accessible to all.									

Action Number	Challenge identified	Status	Action	Completion Date	Milestones	Accountable Officer	Responsible	Additional Resources?	Progress Update 1 - July 2010
Policy & Performance – Scrutiny & Overview									
1.7.1	Scrutiny & Overview	G	Scrutiny and Overview Committee exercises increased powers and duties effectively, arising from the Local Government and Public Involvement in Health Act 2008 and Police & Justice Act 2007	Mar-11	(1) Scrutinise Crime and Disorder Reduction Partnership (CDRP) and allow CDRP to challenge SCDC performance in respect of crime and disorder issues at least once per year (Mar-11)	Corporate Manager – Community & Customer Services	Policy & Performance Manager Scrutiny Development Officer	Within existing resources	Action completed in September 10.
The above improvement actions meet the organisation's aim of being a listening council, providing first class services accessible to all.									

SOUTH CAMBRIDGESHIRE DISTRICT COUNCIL

REPORT TO:	Policy & Performance Portfolio Holder	15 February 2011
AUTHOR/S:	Executive Director Corporate Services / Head of Accountancy	

FINANCIAL PERFORMANCE – Q3**Purpose**

1. To provide the Portfolio Holder with an update on performance for the year 2010-11.
2. This is not a key decision but provides key performance information necessary to assess the authority's performance against its strategic aims and effectiveness of its budgetary control in doing so.

Recommendations and Reasons

3. The Policy and Performance Portfolio Holder is requested to note the contents of the report.

Background

4. The 2010-11 estimates for the Policy and Performance Portfolio form part of the overall considerations for the Council's annual budget setting exercise and were presented for endorsement by the Portfolio Holder, prior to being confirmed by Council in February 2010, the revised 2010-11 estimates were endorsed by the Portfolio Holder in January 2011.
5. The financial performance review for the period ending 31 January 2011 reports on the variance between the Revenue profiled revised budget and the total expenditure and commitments for that period, and is shown in **Appendix A**, and the Capital revised budget and total expenditure and commitments for that period, and is shown in **Appendix B**.

Considerations

Financial Performance period ending 31 January 2011

6. When compared to the profiled estimate for the period ending 31 January 2011, the Policy and Performance Portfolio shows an under-spend of £15,904, this variance is attributable to direct costs, the recharges being shown as a commitment equal to the profiled estimate for the year.

Policy and Performance

7. When compared to the profiled revised estimate, the Policy and Performance service shows an under-spend of £14,575. This is due in part to slippage on the Customer Service Excellence project, full assessment will take place in June 2011 and to the staff training programme due to take place in the Spring. It is expected that the Policy and Performance Manager will request the under-spend on these items to be rolled over to 2011-12 to fund the slippage.

Capital

8. The ICT capital estimate shows expenditure at 31 January 2011 of £91,339 compared to the Revised Estimate 2010-11 of £308,000. The under-spend is accounted for in part through slippage of £128,000 on Building Control and Housing Management Systems. The Head of ICT will request that any under-spend at year-end be rolled over to 2011-12 and vired to support the pc virtualisation project.

Implications

9. The Council needs to ensure that it spends within its budget, because of the impact on the level of balances and the implication for the Medium term Financial Strategy.

10.	Financial	As detailed in the report.
	Legal	None
	Staffing	None
	Risk Management	As above
	Equal Opportunities	None
	Climate Change	None

Consultations

11. 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.

Effect on Strategic Aims

12. The effect of any under or overspending on the achievement of corporate aims, service priorities and performance indicators and the linking of budgets with service performance is an ongoing challenge which the Council must continue to meet.

Conclusions / Summary

13. This report details the position of the revenue and capital expenditure on the Policy and Performance Portfolio for the period ended 31 January 2011.

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

Estimates 2010/11 and Revised Estimates 2010-11

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

APPENDIX A

Actual 2009/2010 £	POLICY AND PERFORMANCE PORTFOLIO	Estimate 2010/2011 £	Revised 2010/2011 £	Expenditure 31-Jan-11 £	Committed	(Over) / underspend £
	NET EXPENDITURE SUMMARY					
208,185	Policy & Performance	249,670	249,010	16,225	218,210	14,575
67,627	Street Naming & Numbering	41,540	78,710	12,521	64,860	1,329
<u>275,812</u>		<u>291,210</u>	<u>327,720</u>	<u>28,746</u>	<u>283,070</u>	<u>15,904</u>
	Analysis of Total Net Expenditure					
42,035	Net Direct Costs	47,260	47,950	28,746	3,300	15,904
0	Capital Charges	0	0	0	0	0
0	Recharges to Housing Revenue Account	(10,000)	0	0	0	0
233,777	Recharges from Staffing and Overheads Accounts	253,950	279,770	0	279,770	0
<u>275,812</u>		<u>291,210</u>	<u>327,720</u>	<u>28,746</u>	<u>283,070</u>	<u>15,904</u>
Actual 2009/2010 £	POLICY & PERFORMANCE	Estimate 2010/2011 £	Revised 2010/2011 £	Expenditure 31-Jan-11 £	Committed	(Over) / underspend £
	EXPENDITURE					
	Supplies & Services					
0	Agency Staff	0	7,800	7,800		0
	Consultation					
5,536	Service First	18,200	18,200	880	3,300	14,020
0	Customer Satisfaction Consultation	11,000	1,000	1,000		0
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	4,500		500
2,095	Benchmarking	2,210	2,100	2,045		55
	Central Departmental and Support Services					
13,039	Chief Officers and Housing Futures	8,080	0		0	0
97,433	Community and Customer Services	121,940	159,200		159,200	0
38,101	Corporate Services	39,160	36,680		36,680	0
19,994	Planning Services	18,990	14,750		14,750	0
3,402	Affordable Homes	3,540	2,290		2,290	0
11,331	Health and Environmental Services	11,550	1,990		1,990	0
<u>208,185</u>		<u>259,670</u>	<u>249,010</u>	<u>16,225</u>	<u>218,210</u>	
0	INCOME					
	Recharge to Housing Revenue Account	(10,000)	0	0		0
<u>208,185</u>	NET EXPENDITURE carried to Portfolio Summary	<u>249,670</u>	<u>249,010</u>	<u>16,225</u>	<u>218,210</u>	<u>14,575</u>
Actual 2009/2010 £	STREET NAMING AND NUMBERING	Estimate 2010/2011 £	Revised 2010/2011 £	Expenditure 31-Jan-11 £	Committed	(Over) / underspend £
	EXPENDITURE					
	Supplies and Services					
18,738	Materials	15,850	15,850	13,783		2,067
	Central, Departmental and Support Services					
351	Community & Customer Services	350	450		450	0
50,126	Corporate Services	50,340	64,410		64,410	0
<u>69,215</u>	TOTAL EXPENDITURE	<u>66,540</u>	<u>80,710</u>	<u>13,783</u>	<u>64,860</u>	
	INCOME					
(1,588)	Fees	(25,000)	(2,000)	(1,262)		(738)
<u>67,627</u>	NET EXPENDITURE carried to Portfolio summary	<u>41,540</u>	<u>78,710</u>	<u>12,521</u>	<u>64,860</u>	<u>1,329</u>

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Capital Programme
APPENDIX B

Actual 2009/2010 £		Estimate 2010/2011 £	Revised 2010/2011 £	Expenditure 31-Jan-11 £	Committed	(Over) / underspend £
Policy & Performance Portfolio						
ICT Development:						
34,646	PC Refresh Programme	35,000	25,600	13,474		12,126
44,024	New Server Technologies	20,000	20,000	16,277		3,723
16,600	Share Point Portal Server	35,000	35,000			35,000
50,254	Government Connect	0	0			0
0	Network Infrastructure upgrade	0	0			0
0	Network security	0	0			0
0	Data centre cabling	10,000	10,000			10,000
0	Terminal Services Cluster	20,000	20,000			20,000
0	Housing management system	100,000	100,000		100,000	0
0	Building control system	30,000	28,000		28,000	0
0	NDL systems integration	0	0			0
0	Replacement CMS (website)	0	0			0
0	MS Office suite	0	0			0
0	MS Exchange server	0	0			0
18,688	GIS Development Programme	15,000	0			0
0	HR and Payroll System	0	0			0
0	Financial Management System (FMS)	5,000	5,000	7,413		(2,413)
2,775	Cash Receipting System	4,000	53,000	49,000		4,000
7,750	Contact Centre	0				0
0	NLIS / Land Charges System	0	5,000	5,175		(175)
23,988	System Upgrades	0	6,400			6,400
0	Council Chamber PA System	0	0			0
0	Rents and Bens Electronic Forms System	0	0			0
<u>198,725</u>		<u>274,000</u>	<u>308,000</u>	<u>91,339</u>	<u>128,000</u>	<u>88,661</u>

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Forward Plan

Portfolio Holder Meeting	Agenda Title	Key Purpose	Corporate Manager(s)	Responsible Officer(s)
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 – Update	Monitoring	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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