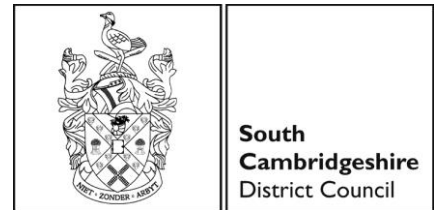


South Cambridgeshire Hall
Cambourne Business Park
Cambourne
Cambridge
CB23 6EA

t: 03450 450 500
f: 01954 713149
www.scambs.gov.uk



30 March 2016

To: Chairman – Councillor Roger Hickford
Vice-Chairman – Councillor Kevin Cuffley
Members of the Scrutiny and Overview Committee – Councillors David Bard,
Henry Batchelor, Grenville Chamberlain, Jose Hales, Graham Cone,
Philippa Hart and Bunty Waters

Quorum: 5

There is a pre-meeting session at 5pm for members of the Committee only, to plan their lines of enquiry.

Dear Councillor

You are invited to attend the next meeting of **SCRUTINY AND OVERVIEW COMMITTEE**, which will be held in the **SWANSLEY ROOM, GROUND FLOOR** on **THURSDAY, 7 APRIL 2016** at **6.00 p.m.**

Members are respectfully reminded that when substituting on committees, subcommittees, and outside or joint bodies, Democratic Services must be advised of the substitution *in advance of* the meeting. It is not possible to accept a substitute once the meeting has started. Council Standing Order 4.3 refers.

Yours faithfully
JEAN HUNTER
Chief Executive

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AGENDA

PAGES

- | | | |
|----|---|-------|
| 1. | Apologies
To receive apologies for absence from committee members. | |
| 2. | Declarations of Interest | |
| 3. | Minutes of Previous Meeting
To authorise the Chairman to sign the Minutes of the meeting held on 4 February 2016 as a correct record. | 1 - 6 |
| 4. | Public Questions | |

5.	Shared Services Business Plans and Terms of Reference for the Joint Group	7 - 96
6.	Planning Performance and Progress in Service Improvements	97 - 104
7.	Corporate Plan Outcomes and Key Performance Indicators for 2016-2017	105 - 126
8.	Scrutiny Annual Report 2015-2016	127 - 140
	For the committee to review the draft Scrutiny Annual Report 2015-2016.	
9.	Work Programme	141 - 154
10.	Monitoring the Executive	
	Scrutiny monitors are invited to report to the Committee regarding Portfolio Holder meetings attended since the last meeting and specifically raise any issues challenged and the result and/or issues where the Committee could add further value. The meetings were as follows:	
11.	To Note the Dates of Future Meetings	
	To note a provisional date for the next meeting of Tuesday 12 July 2016 at 6pm.	

Exclusion of Press and Public

The law allows Councils to consider a limited range of issues in private session without members of the Press and public being present. Typically, such issues relate to personal details, financial and business affairs, legal privilege and so on. In every case, the public interest in excluding the Press and Public from the meeting room must outweigh the public interest in having the information disclosed to them. The following statement will be proposed, seconded and voted upon.

"I propose that the Press and public be excluded from the meeting during the consideration of the following item number(s) in accordance with Section 100(A) (4) of the Local Government Act 1972 on the grounds that, if present, there would be disclosure to them of exempt information as defined in paragraph(s) of Part 1 of Schedule 12A of the Act."

If exempt (confidential) information has been provided as part of the agenda, the Press and public will not be able to view it. There will be an explanation on the website however as to why the information is exempt.

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South Cambridgeshire will continue to be the best place to live, work and study in the country. Our district will demonstrate impressive and sustainable economic growth. Our residents will have a superb quality of life in an exceptionally beautiful, rural and green environment.

OUR VALUES

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

- Working Together
- Integrity
- Dynamism
- Innovation

GUIDANCE NOTES FOR VISITORS TO SOUTH CAMBRIDGESHIRE HALL

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

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Agenda Item 3

SOUTH CAMBRIDGESHIRE DISTRICT COUNCIL

Minutes of a meeting of the Scrutiny and Overview Committee held on
Thursday, 4 February 2016 at 6.00 p.m.

PRESENT: Councillor Roger Hickford – Chairman
Councillor Kevin Cuffley – Vice-Chairman

Councillors: Henry Batchelor Philippa Hart
Val Barrett Anna Bradnam
Graham Cone Christopher Cross
Simon Edwards Lynda Harford
Peter Topping

Councillors Simon Edwards and Peter Topping were in attendance, by invitation.

Officers: Philip Bird Business Improvement & Efficiency Manager
Alex Colyer Executive Director, Corporate Services
Dawn Graham Benefits Manager
Mike Hill Director Health and Environmental Services
Jean Hunter Chief Executive
Richard May Policy and Performance Manager
Victoria Wallace Democratic Services Officer

1. APOLOGIES

Apologies for absence were received from Councillors David Bard, Grenville Chamberlain, Jose Hales, Bunty Waters and David Whiteman-Downes. Councillors Val Barrett, Anna Bradnam, Graham Cone, Christopher Cross and Lynda Harford were in attendance as substitutes.

2. DECLARATIONS OF INTEREST

There were no declarations of interest.

3. MINUTES OF PREVIOUS MEETING

The minutes of the meeting held on 5 November 2015 were agreed as a correct record.

4. PUBLIC QUESTIONS

There were no public questions.

5. BUSINESS IMPROVEMENT AND EFFICIENCY PROGRAMME - COMMERCIALISATION

The Corporate Programme Manager presented the report providing the committee with an overview of the 'Commercialisation' Programme approach to service delivery, to generate income for the Council and identify further savings.

Discussion and questions ensued:

- Members thanked and congratulated officers for the work that had been undertaken on the Commercialisation Programme.

- Concern was expressed regarding the long term unavailability of Programme or Project Managers that had been identified as a risk. Mitigation against this was explained; the Programme Hub had been set up with representatives from each main service area. The role of the Hub was explained in terms of supporting officers with project and programme management. Members were assured that project and programme management skills were being spread across the Council with 14 officers qualified at Prince 2 practitioner level who were acting as Prince 2 champions across the organisation.
- The long term benefit of adoption Prince 2 principles was that projects would be consistent, structured and able to realise the benefits and lessons learned.
- Members suggested the Council look at Member development to enable them to usefully contribute to and support the Commercialisation Programme.
- Clarification was sought regarding the reference in the Trade Waste Expansion project, to customers who cost the Council money. The Director of Health and Environmental Services clarified that this referred to businesses who were signed up to the trade waste service based on an estimated weight of waste, but once signed up the weight of waste increased which resulted in the business being undercharged by the Council for disposal of the trade waste. The Council was identifying where this was happening.
- With regards to Ermine Street Housing, Members were informed that this had benefitted from Member Reference Group involvement.
- Members queried the reference to the 'emotional journey' experienced by staff involved in Ermine Street Housing. It was clarified that this captured both good and bad experiences and lessons learned from the development of Ermine Street Housing.
- Regarding the Equity Share Investment project, it was clarified that this referred to sheltered accommodation units restricted for residents aged over 50, which had buy-back clauses. These properties often came back to the Council in a tired state, therefore the Council would upgrade these properties to make them more attractive for over 50's buyers who were looking to downsize. This was being carried out by the Council rather than Ermine Street Housing. These properties once upgraded, would be re-sold as a lease.

The Scrutiny and Overview Committee **NOTED** the report and confirmed its support for the Commercialisation Programme.

6. CUSTOMER CONTACT SERVICE ANNUAL PERFORMANCE 2015 - PERFORMANCE REVIEW

The Benefits Manager presented the report which provided the committee with an update on performance for the Council's Customer Contact Centre and its annual performance for 2015.

Main points of discussion were:

- Members were assured that despite the move to Digital by Default, customers who could not access Council services online would still be supported. The Council recognised that some residents would always need to access services by telephone or in person. Those who could access services online however, were being encouraged to do so.
- The committee was informed that the service did have statistics for people visiting the Council's reception and their waiting times and that the reception would be reviewed. It was suggested that waiting times in reception be included in the next performance report for the service, alongside telephone waiting times.
- It was clarified that some residents who could not access self service options at

home, visited the Council offices in order to access self service options at the kiosks available here. Not all customers were self serving and where this was the case, were still receiving a personal service with officers providing help and support. The service recognised that some customers needed more support than others and the focus was to target resource effectively in order to deliver a high quality service.

- Concern was raised regarding the reference to reactive answerphone messages. The Benefits Manager informed Members that it had been found that this helped to manage customer expectations by keeping them informed of how long they could expect the processing of, for example a benefits application, to take.
- Members were informed that the Council's Web Officers Working Group, consisting of representatives from each service area, was providing feedback on the new website in order to improve this further.
- In the next annual performance report, members requested that data be included which showed how many different people telephone the Council.
- Members thanked the Benefits Manager for the report and requested a further update report in a year's time.

The Scrutiny and Overview Committee **NOTED** the report.

7. MEDIUM TERM FINANCIAL STRATEGY (GENERAL FUND BUDGET 2016/17 INCLUDING COUNCIL TAX SETTING), HOUSING REVENUE ACCOUNT (INCLUDING HOUSING RENTS), CAPITAL PROGRAMME 2016/17-2020/21 AND TREASURY MANAGEMENT STRATEGY

The Finance and Staffing Portfolio Holder and Executive Director, Corporate Services presented the Medium Term Financial Strategy (MTFS) which would be presented to Cabinet on 11 February 2016.

The Portfolio Holder recommended the Committee become involved in the development of the MTFS at an earlier stage in the process of its development, which began in November.

Clarification was sought regarding the Government's Autumn Statement announcement about the retention of business rates by Councils. The Portfolio Holder clarified that it was suspected that local government as a whole would eventually retain 100% of business rates, but not the Council as an individual.

The Chairman requested the Portfolio Holder make himself available to answer any questions committee members should have regarding the MTFS, ahead of the Cabinet meeting.

The Scrutiny and Overview Committee **NOTED** the report.

8. CORPORATE PLAN 2016-2021

The Corporate and Customer Services Portfolio Holder presented the Corporate Plan 2016-2021 which would be presented to Cabinet at its February 2016 meeting.

The following points were raised:

- It was requested that 'hidden crime' be included under 'Living Well'. Members were assured that these issues were identified priorities within the Crime and Disorder Reduction Partnership's Community Safety Plan through which agencies were brought together to reduce crime and anti-social behaviour through a balance of

- prevention and enforcement. .
- It was requested that reference to partnership working be included under 'connected communities'.
 - It was acknowledged that the consultation response rate was low, but that this was not unexpected. The Portfolio Holder informed the committee of how the Youth Council had been involved in the development of the Corporate Plan, and undertook to consider additional ways in which the Council could consult proactively with its communities in future years .

EMT **NOTED** the report.

9. **QUARTERLY POSITION REPORT ON FINANCE, PERFORMANCE AND RISK**

The Corporate and Customer Services Portfolio Holder presented the Quarterly Position Report on Finance, Performance and Risk.

The Strategic Risk Register was discussed:

- The Portfolio Holder drew the committee's attention to the increased risk relating to homelessness. Members were informed that an assessment had been carried out of national policy implications on homelessness. It was anticipated that new national policies relating to benefits and housing could increase homelessness and associated costs, while the Council had fewer ways of accommodating the homeless.
- £250k had been included in precautionary items within the Council's proposed 2016/17 budget to meet additional costs arising from increased homelessness.. The committee queried whether this amount would be enough and was assured that this would be monitored on a monthly basis.
- The Portfolio Holder suggested that all Members should monitor the homelessness situation in their own wards and feed this back to officers. Cllr Harford informed Members that the first rough sleepers had been found in Cottenham and supported the suggestion to make members more aware of the issue and risk of homelessness.
- It was requested that a briefing on homelessness be issued to Members before the next Scrutiny and Overview Committee meeting. The Chairman requested the Chief Executive take this up with the Housing Portfolio Holder.
- With regard to risk STR05 (Lack of housing land supply), the Committee noted that the Inspector's timetable for taking forward work to put in place a Local Plan had been announced since the publication of the Agenda; as a consequence, it was unlikely that a new plan would be in place until the end of 2017.

The Director of Health and Environmental Services informed the committee that 'Primary Authority' arrangements were in place for the Council to provide regulatory support and advice to Aldi and John West Tuna. Members suggested that this success should be more widely advertised.

The Scrutiny and Overview Committee **NOTED** the report.

10. **WORK PROGRAMME**

The Committee's work programme was noted. An item on the Corporate Plan Key Performance Indicators 2016/17 would be added to the 7 April 2016 meeting. The Chairman requested that an item on Planning Performance also be added to this meeting.

11. MONITORING THE EXECUTIVE

Councillor Lynda Harford updated the committee on the Leader's Portfolio Holder meetings, informing Members that the Leader had had some difficult decisions to make regarding grant funding.

Councillor Kevin Cuffley updated the committee following his attendance at the Housing Portfolio Holder meeting.

12. TO NOTE THE DATES OF FUTURE MEETINGS

The next meeting would take place on Thursday 7 April 2016 at 6pm.

The Meeting ended at 7.50 p.m.

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Report To: Scrutiny and Overview Committee
Lead Officer: Executive Director (Corporate Services)

7 April 2016

Shared Services Business Plans and Terms of Reference for the Joint Group

Purpose

1. To support the draft Business Plans and Terms of Reference for the Shared Services Joint Group.

Recommendations

2. It is recommended that the Scrutiny and Overview Committee supports the business plans for each of the shared services attached at Appendix 1 and the Terms of Reference for the Shared Services Joint Group attached at Appendix 2, approval of which will enable the meetings to operate in a formal committee setting from September 2016, prior to which, they will continue to be held on a quarterly basis in shadow format.

Reasons for Recommendations

3. The shared service business plans are important in terms of providing direction and a point of reference for each of the services. They need to be in place at the commencement of the new financial year, or as near to it as possible.
4. However, it is important to enable a mechanism to be put in place to allow any final changes to the business plans to be negotiated by the Corporate Directors and for final approval to be delegated to the Corporate Directors in conjunction with the Leader of each Council.

Background

5. In July 2015, Cambridge City Council, Huntingdonshire District Council and South Cambridgeshire District Council each approved an Employing Authority model for shared services, where an agreed lead council would be responsible for the operational delivery of a service. It was also proposed that impacted staff would be employed by the lead council via a Transfer of Undertakings (Protection of Employment Regulations) or TUPE Transfer as it is more commonly known.
6. The business cases to allow ICT, Legal and Building Control shared services to move forward were approved at the same time and as a result, the three proposed shared services formally consulted with impacted staff and their representatives over the summer. Subsequently, preparations were made for the implementation phase, with a go-live date of 1 October 2015 (the date from which the nominated lead councils would become the Employing Authority and staff would transfer).
7. On 1 October 2015, Cambridge City became the Employing Authority for Building Control and Legal Shared Services and Huntingdonshire became the Employing Authority for ICT Shared Services. All impacted staff from each service successfully

transferred under TUPE to their new employer, where they were not already employed by the lead council.

8. The three councils had previously agreed that the achievement of the following outcomes is primary objective of sharing services:
 - Protection of services which support the delivery of the wider policy objectives of each Council
 - Creation of services that are genuinely shared between the relevant councils with those councils sharing the risks and benefits whilst having in place a robust model to control the operation and direction of the service
 - Savings through reduced managements costs and economies of scale
 - Increased resilience and retention of staff
 - Minimise the bureaucracy involved in operating the shared service
 - Opportunities to generate additional income, where appropriate
 - Procurement and purchasing efficiencies, and
 - Sharing of specialist roles which individually, are not viable in the long-term
 - The anticipated savings built into this year's budgets totals £1.3m
9. Since the go-live date of 1 October 2015, each shared service has been working to review staffing structures, working practices and overall service provision in order to deliver the desired outcomes of the shared service partnership, as outlined above.
10. A key part of the service reviews has been the development of a set of forward-looking business plans that set out the key priorities, objectives, activities and measures of success for each service. These can be found at Appendix 1. It is recommended that the business plans are endorsed to enable the shared services to work to an agreed direction and deliver against an agreed set of objectives.
11. Whilst it has its own member-led board in place, the Single Shared Waste Service is making stronger links with the wider shared services and the governance structure. As such, the business plan for the shared waste service is also included at Appendix 1.
12. At the same meeting in July 2015, approval was given for the establishment of a Joint Committee without delegated powers the purpose of which is to oversee and provide advice on the delivery of the shared services, with the Leader of each Council being the nominated representative.
13. A Sovereignty Guarantee was also endorsed by each council, detailing how they would still safeguard local autonomy in respect of continuing to elect local councillors; making its own decisions on council tax; publishing its own budget and accounts and setting its own spending priorities, whilst operating within a shared service partnership arrangement.
14. The July 2015 report specified the need to ensure strong governance arrangements to oversee service delivery. Since then, the officer governance arrangements, which were already working well, have been further strengthened with three nominated Corporate Directors (one from each partner council) jointly overseeing the direct delivery of shared services, holding each of the Heads of shared service to account. The directors routinely report to the Chief Executives' Board to enable any cross-cutting issues to be dealt with swiftly and effectively.

15. Prior to the July 2015 report, the three Leaders had been meeting regularly to review progress of the proposed shared services. The report identified the need to formalise this role of the three Leaders, not least to ensure transparency and clarity. It was agreed that this formalisation would be via the establishment of the Joint Committee mentioned at point 12 above.
16. Going forward, the agreed role and remit of the Joint Committee (to be known as the Shared Services Joint Group), will be to provide advice and oversight, to challenge and recommend for endorsement the shared service business plan and budgets. It will act as an advisory body to the three councils only.
17. It is intended that the three Leaders will continue to meet on a quarterly basis as the Joint Committee in a shadow format until September 2016, when the Group will become fully constituted and operate as a public meeting from then onwards.
18. The terms of reference for the Joint Committee, which will be known as the Shared Services Joint Group, can be found at Appendix 2. It is recommended that it is approved to enable the Shared Services Joint Group to be fully constituted and operational from September 2016. The meetings will continue on a quarterly basis in shadow format until then.
19. The Shared Services Joint Group will be asked to endorse annual reports, annual budgets, business plans and proposals for potential shared services prior to Cabinet approval at each Council. The Joint Group will also report to each Council's Cabinet periodically on performance of the shared services.

Considerations

20. The Head of each shared service will be responsible for the overall operation of that service, the delivery of the business plan and achievement of performance and financial targets.
21. The business plans are evolving, live documents that will change over time as stronger platforms for shared management information are built and shared service working practices and structures are reviewed.
22. It will be recommended that any final changes to the Shared Service business plans be made via delegation to the Corporate Directors in conjunction with the Leaders.

Options

23. An option could be not to support the documents or to recommend amendments.

Implications

24. In the writing of this report, taking into account financial, legal, staffing, risk management, equality and diversity, climate change, community safety and any other key issues, there are no significant implications.

Consultation responses (including from the Youth Council)

25. Significant consultation with staff and Unions took place during the establishment of the Shared Services.

Effect on Strategic Aims

Aim 1 - Engagement

26. Improve efficiency and value for money within a viable financial strategy.

Aim 2 - Partnerships

27. Financial savings and income generation from Shared Services.

Background Papers

No background papers were relied upon in writing of this report.

Appendices

Appendix 1 – Shared Service Business Plans

Appendix 2 – Draft Terms of Reference

Report Author: Phil Bird – Business Improvement and Efficiency Manager
Telephone: (01954) 713309

**BUSINESS PLAN FOR ICT SHARED SERVICE
2016/17**

Service Leads			
Head of Shared Service	David Lawrence (Interim)		
	Cambridge City Council	Huntingdonshire District Council	South Cambridgeshire District Council
Director	Ray Ward	Julie Slatter	Alex Colyer
Lead Councillor	Lewis Herbert	Jason Ablewhite	Ray Manning

APPROVED BY	Status	Date
Management Board	Draft	
Shared Services Partnership Board	Draft	
Joint Advisory Committee	Final draft	
Cambridge City Council [<i>Executive Councillor and Scrutiny Committee</i>]	Final	
Huntingdonshire District Council Cabinet	Final	
South Cambridgeshire District Council Cabinet	Final	

3C Reporting timetable	
<p>Progress reports on Business Plan implementation and progress against key measures will be monitored at the monthly 3C Management Board meetings and then submitted every six weeks to the 3C Chief Executives' Board. Quarterly performance reports will be submitted to the Joint Shared Service Group (Leaders) prior to consideration by each partner at executive and scrutiny level. The reporting timetable for 2016/17 is set out at Appendix XX attached.</p> <p>Progress updates in quarterly reports will inform the preparation of annual reports, to be submitted to the partners' decision-making bodies in <i>March 2017</i> as part of the strategic review process set out in Schedule 2 to the Partnership Agreement.</p>	
Version (<i>Clearly indicate final version</i>)	Date

SECTION 1 – CONTEXT AND OVERVIEW

A. PURPOSE OF THIS DOCUMENT

This is the Business Plan for the ICT Service, part of 3C Shared Services, for 2016/17. It describes how the shared service arrangement outlined in the approved Business Case will be delivered to ensure objectives are achieved and business benefits are realised within a robust governance framework and in the context of the partner councils' corporate plans.

The following objectives have been agreed:

- Protection of services which support the delivery of the wider policy objectives of each Council
- Creation of services that are genuinely shared between the relevant councils with those councils sharing the risks and benefits whilst having in place a robust model to control the operation and direction of the service
- Savings through reduced management costs and economies of scale
- Increased resilience and retention of staff
- Minimise the bureaucracy involved in operating the shared service
- Opportunities to generate additional income, where appropriate
- Procurement and purchasing efficiencies
- Sharing of specialist roles which individually, are not viable in the long-term

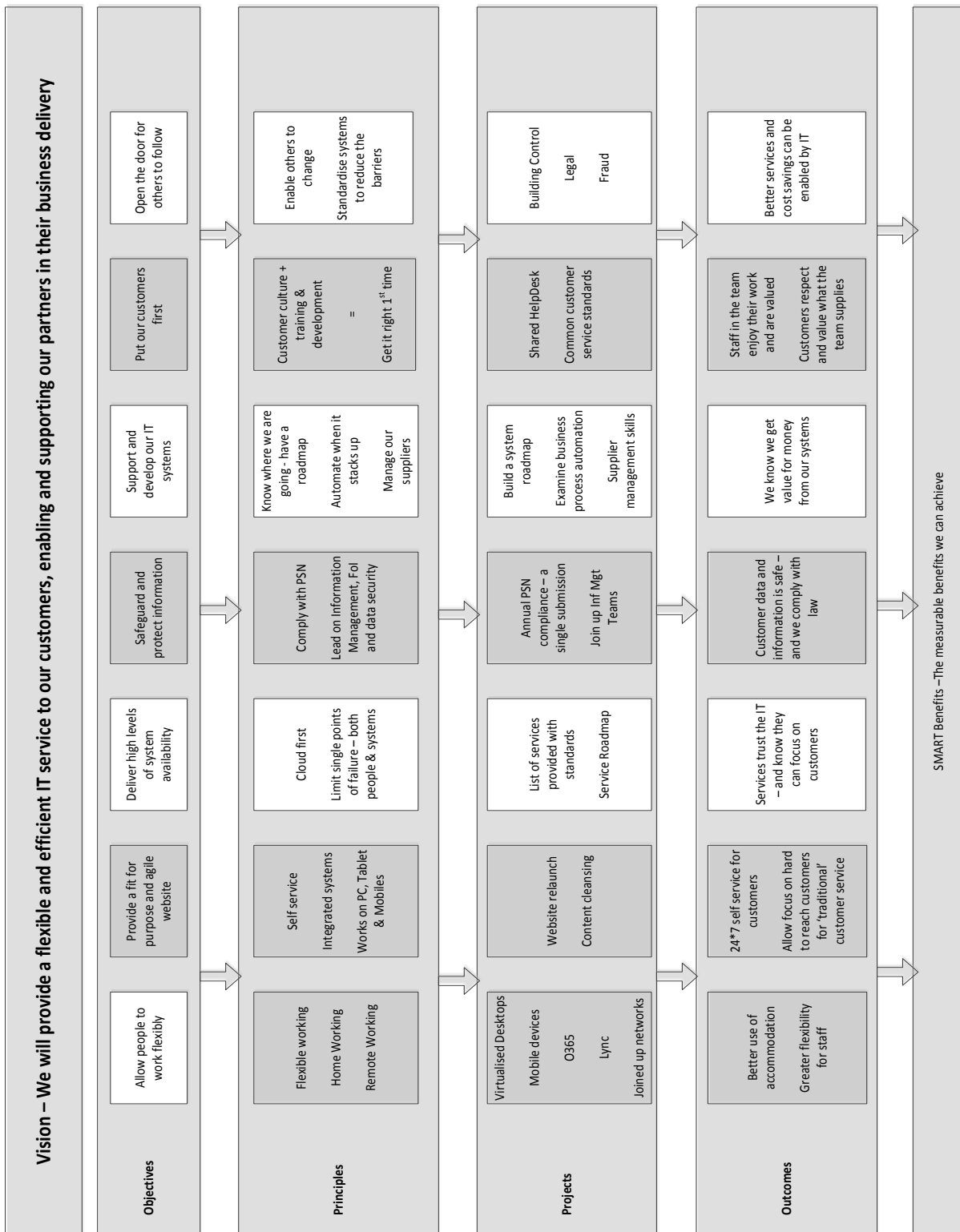
The Plan is divided into the following sections:

- Section 1: Context and Overview
- Section 2: Operational Plan (business as usual activities)
- Section 3: Development Plan (service improvement & project based activities)
- Section 4: Summary of Performance Indicators

B. DESCRIPTION OF THE SERVICE

Vision & Objectives

The following diagram shows the vision and objectives for the 3C ICT Shared Service:



In essence, the drivers for the creation of the ICT Shared Service are:

- **savings to the 3 councils:** creation of a single shared service increases efficiency and reduces the unit cost of service delivery
- **service resilience:** fewer single points of failure, and increased scale enables increased investment in ruggedised infrastructure, thus reducing probability and impact of service outages
- **collaborative innovation:** increased scale enables investment in roles such as technical architect / IT Analyst, which will be the catalyst for accelerating the design and delivery of next generation council services, with Digital First at their heart. In this way, the 3C ICT Shared Service will become thought leaders for evolution of council services, a position and level of investment which none of the 3 partner councils could afford on their own

The **Service Catalogue** is the primary source of information describing the current service offerings provided by the ICT Shared Service. This important document is managed under change control, and will continue to evolve throughout the life of the ICT Shared Service.

In summary, the following is the current list of ICT Services:

- ICT Service Desk and ICT User Support
- ICT Network and Infrastructure Support
- ICT Communications Support
- ICT Strategy Formulation
- ICT Technical / Solutions Architecture
- ICT Project, Procurement, Contract and Supplier Management
- ICT Bespoke Service Delivery
- Data Centre Management
- Telephony Management
- Data and System Backup and Recovery
- Local Area Network (LAN) & Wide Area Network (WAN)
- ICT Security Management
- Email Support & Web Filtering
- Desktop Provision / Replacement
- Office Computer Provision
- Flexible / Homeworking Service
- Mobile ICT Provision (incl. smartphones & tablets)
- Print Facilities
- Audio Visual Facilities (provision & support)
- Database admin and management
- Application Maintenance and Support
- Release Management (Infrastructure and Applications)
- GIS Management
- Address Management
- Information Governance/Management
- Website and intranet Support (incl. web apps and web forms)
- SharePoint / Office 365 Support and Development
- Interfaces Support and Development
- Training
- Compliance (inc PSN / PCI)
- Licence Management / SAM
- Test Plan Development

- Client Service Management
- Finance and Billing
- System packaging AppV / SCCM etc)
- Unix / Linux Physical Windows support
- Business analysis & Business support

In addition to delivering the “traditional” ICT service such as Service Desk and Applications Support, the portfolio of services includes less traditional “thought leadership” types of services, which are seen as essential for the three partner authorities to achieve their strategic goals. For example, “Digital First” delivery of front line council services is strategically vital in order to deliver the level of savings and customer satisfaction required of the councils.

The **Technology Roadmap** is the other important document describing service capability. It describes the planned changes / additions / modifications to service delivery which are scheduled over the coming weeks and months. It includes the relative priorities of these changes (MoSCoW), together with a mapping of which of partner(s) wish these change(s). As with the service catalogue, this document is also managed under change control, and will continue to evolve throughout the life of the Shared Service.

Together, the Service Catalogue and Technology Roadmap provide a complete and comprehensive description of the services (current and planned) that will be provided by the 3C ICT Shared Service.

In order to deliver the services described in the catalogue, a new structure has been designed for the ICT Shared Service, which is currently being implemented. Staff consultation on this structure went well; much feedback was received from the initial consultation, which enabled an improved version 2 of the structure to be developed. This was further refined based on feedback from the second round of consultation, see Section D.

Aims & Priorities

The aims and priorities of the service are to provide the right ICT services at the right price point to enable the partner councils to achieve their goals. Within the template of the service catalogue, each of the individual services will have a clear priority, service availability, service support details, KPIs and a service owner. It is envisaged that once the appointment process completes and the new structure is in place, these service owners will take personal ownership of evolving the services they own to ensure they remain relevant and fit for purpose for their user communities throughout the life of the ICT Shared Service.

Once the new structure is fully populated, there will be regular Service Delivery Reviews between the ICT Shared Service management team and the management teams of each of the partner councils. Through these reviews, operational issues will be discussed, reviewed and (where necessary), service improvement plans will be developed including prioritisation.

During the development of the business case in summer 2015, a range of delivery options were considered including:

1. retain 3x separate ICT teams within the partner councils
2. combine resources into an ICT Shared Service
3. outsource to third party (e.g. Northgate / Serco / Capita)

Having evaluated these options, it was decided that option 2 presented the best balance of strategic fit, cost control and risk mitigation. All three councils approved the proposal, and hence the ICT Shared Service now has a mandate to operate for the next 5 years (assuming it meets the required cost & service parameters).

Whilst not a formal partner of the ICT Shared Service, there is a key working relationship with Northgate, to whom Cambridge City outsourced their ICT Service some years ago. Cambridge City have retained the option to migrate these services from Northgate to the ICT Shared Service at some future point in time, provided the cost / risk / benefit evaluation is sufficiently appealing.

C. FINANCIAL OVERVIEW

The service budget, as agreed in the business case in July 2015 is shown in the following tables:

Financial Summary

Budget category	Year 0 2015/16 (**)	Year 1 2016/17	Year 2 2017/18	Year 3 2018/19	Year 4 2019/20	Year 5 2020/21
Capital	£-	£-	£-	£-	£-	£-
Staff costs	£1,343,662	£2,741,070	£2,795,891	£2,851,809	£2,908,845	£2,967,022
Other costs	£-	£3,173,823	£3,237,299	£3,302,045	£3,368,086	£3,435,448
Charges	£-	£-	£-	£-	£-	£-
Total Costs (net of CCC/Northgate contract)	£1,343,662	£5,914,893	£6,033,191	£6,153,854	£6,276,931	£6,402,470
less savings @ 15% from year 1 onwards	£-	£887,234	£904,979	£923,078	£941,540	£960,371
Net Costs with 15% savings applied	£1,343,662	£5,027,659	£5,128,212	£5,230,776	£5,335,392	£5,442,100
CCC / Northgate Contract costs (***)	£339,340	£678,680	£678,680	£678,680	£678,680	£678,680
Grand Totals	£1,683,002	£5,706,339	£5,806,892	£5,909,456	£6,014,072	£6,120,780

(*) Note: in year 0, only staff costs are shown, because Other costs will continue to be managed by the Councils for the remainder of the FY. Non-staff costs will be managed by the ICT Shared Service from the beginning of 2016/17

(**) Yr 0 figures are for the 6 month period from Oct 15 to Mar 16. Year 0 figures assume savings already taken from Partners prior to baseline budget setting

(***) Table shows total ICT costs, including those within the current CCC/Northgate contract. No forecast savings are shown on CCC/Northgate as this is fixed price contract

Proposed Apportionment of Partner Contributions

Apportionment of Costs	Year 0 2015/16	Year 1 2016/17	Year 2 2017/18	Year 3 2018/19	Year 4 2019/20	Year 5 2020/21
Cambridge City Council	32.7%	41.0%	41.0%	41.0%	41.0%	41.0%
Huntingdonshire District Council	38.4%	35.7%	35.7%	35.7%	35.7%	35.7%
South Cambridgeshire DC	28.9%	23.3%	23.3%	23.3%	23.3%	23.3%
Grand Totals	100%	100%	100%	100%	100%	100%

Cost of ICT Shared Service by Partner

ICT Shared Service costs per partner	Year 0 2015/16	Year 1 2016/17	Year 2 2017/18	Year 3 2018/19	Year 4 2019/20	Year 5 2020/21
Cambridge City Council (incl. CCC/Northgate)	£778,960	£2,740,006	£2,781,232	£2,823,283	£2,866,175	£2,909,925
Huntingdonshire District Council	£515,697	£1,796,334	£1,832,261	£1,868,906	£1,906,284	£1,944,410
South Cambridgeshire DC	£388,345	£1,169,999	£1,193,399	£1,217,267	£1,241,612	£1,266,445
Grand Totals (*)	£1,683,002	£5,706,339	£5,806,892	£5,909,456	£6,014,072	£6,120,780

(*) Note: in year 0, only staff costs are shown, because Other costs will continue to be managed by the Councils for the remainder of the FY. Non-staff costs will be managed by the ICT Shared Service from the beginning of 1016/17

Savings from ICT Shared Service by Partner

ICT Shared Service savings per partner	Year 0 2015/16	Year 1 2016/17	Year 2 2017/18	Year 3 2018/19	Year 4 2019/20	Year 5 2020/21
Total Savings in Yr vs. 15/16 baseline	£-	£887,234	£904,979	£923,078	£941,540	£960,371
Cambridge City Council	£-	£363,763	£371,039	£378,459	£386,029	£393,749
Huntingdonshire District Council	£-	£317,000	£323,340	£329,807	£336,403	£343,131
South Cambridgeshire DC	£-	£206,470	£210,600	£214,812	£219,108	£223,490
Grand Totals	£-	£887,234	£904,979	£923,078	£941,540	£960,371
Cumulative Total Saving	£-	£887,234	£1,792,212	£2,715,291	£3,656,830	£4,617,201

Once assimilation is completed, true staff costs can be understood relative to budget forecast, including building an understanding of whether TUPE'd staff are assimilated on salaries significantly in excess of the salary ranges associated with the approved staff structure.

Given the large number of vacancies on Day 1, it is realistic to assume that expenditure will be below budget forecast.

Specific delivery projects to optimise non-staff costs are already underway. These include:

- Server room consolidation
- Supplier contract management
- Remote / flexible working
- Service Desk rationalisation

Key financial risks:

1. Staff are assimilated on salaries significantly in excess of the salary ranges associated with the approved staff structure
2. Re-charging mechanism identifies costs to be charged to the ICT shared service which are outside of the original approved budget

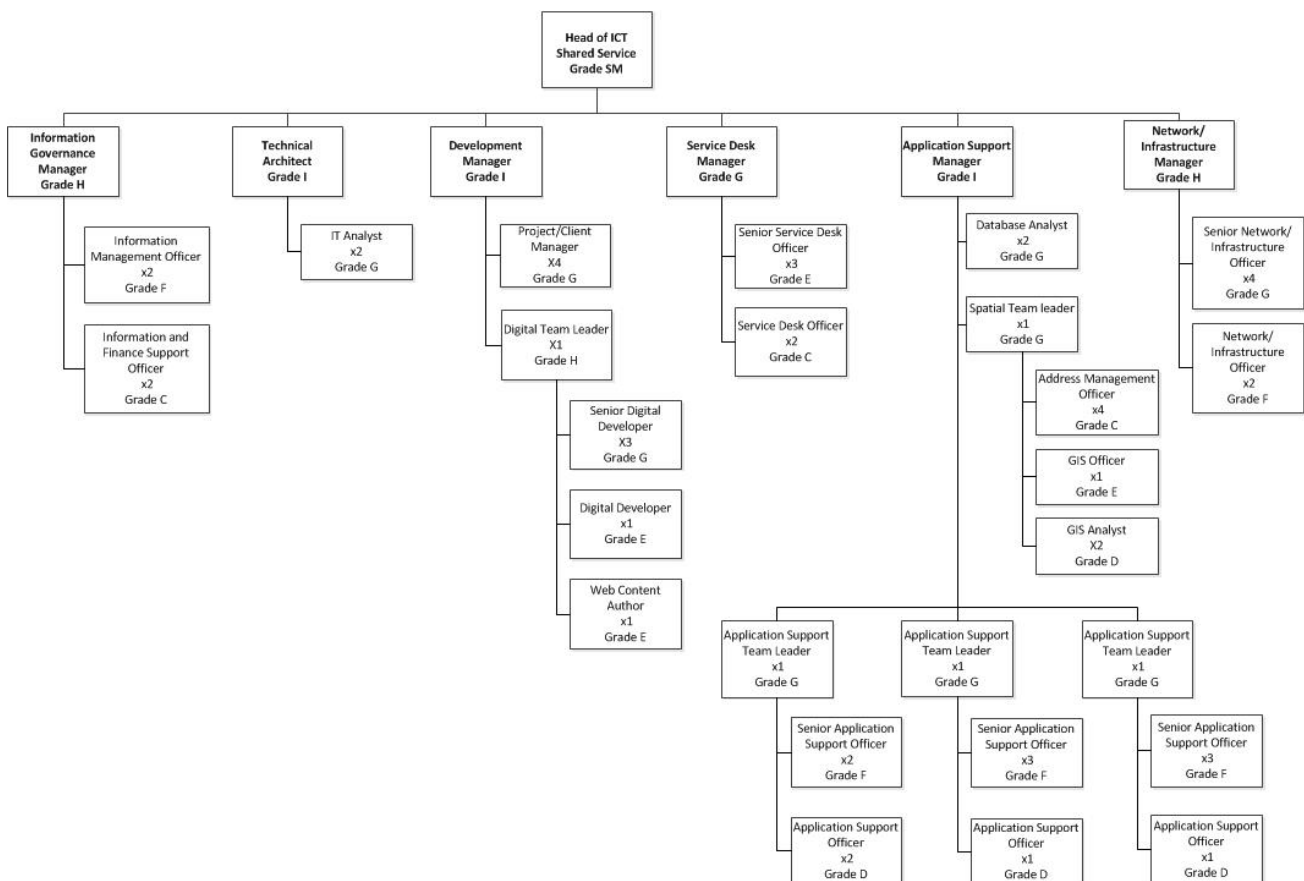
D. STAFFING OVERVIEW

Huntingdonshire is the employing authority.

The structure was shaped by the following Key Principles:

1. Integrate the current three ICT org structures into a single structure
2. Ensure this structure has clear accountabilities for delivering the scope of work described in the ICT Shared Service Catalogue
3. Ensure ICT Shared Service has sufficient knowledge and experience to provide thought leadership to the three councils as they seek to evolve their services to a “digital first” world
4. No more than 7x direct reports for any role within the structure
5. Minimise the number of management layers between the Head of Service and all roles within the ICT Shared Service
6. Move towards stronger alignment with the ITIL management model
7. Provide a single shared services structure, with roles spanning the needs of all clients (as opposed to siloed teams serving each council)

ICT Organisational Structure



Having closely analysed the skillsets of the staff already within the ICT Shared Service, it can be seen that there are some important skills gaps and capacity issues. These include:

- **Project / Client management:** these roles will play an important part in the deployment of key business solution changes (e.g. new financial management system). The impact of having fewer than planned staff with this skillset will be delayed or cancelled projects to enhance ICT capability, with

consequential delays to benefits delivery for the partner councils. Mitigation could be to hire contract staff, though this may incur incremental cost, and hence dilute benefits of project(s)

- **Technical Architect:** This role is critical to providing Thought Leadership to the councils as they seek to re-design their front line services to embrace Digital First and reduce unit cost of service delivery. Without this role, transformation will happen more slowly, or perhaps not at all, resulting in increased costs to councils over longer term
- **Network / Infrastructure:** A scarcity of permanent staff with these skills has been mitigated in the short term by extending the contract durations of the interim staff who are currently assisting in this area. Whilst not ideal, this provides effective mitigation in short term, thus enabling continued delivery of some key optimisation projects (e.g. server room consolidation).

Transition Team

To enable staff and customers to see how we are moving from the current working practices to the new processes and structure for the ICT Shared Service we have set up a Transition Team. The team consists of the Programme Lead for overall strategic direction, three Transition Managers representing each of the Partner Authorities and a Create Manager responsible for the development of the new service. These individuals work together to move the existing people, processes and technology from current ways of working to the new ICT Shared Service. There is a detailed plan aligned to the functional responsibilities of the new organisation structure that governs the transition process, and all staff within ICT are aware and can contribute to the delivery of this forward plan.

E. LOOKING BACK

Achievements

The ICT Shared Service came into being on 1 October 2015. During the intervening time since then:

- A transition team has been established, managing the step-by-step changes from the existing 3x org structures and delivery models into the new ICT Shared Service organisation structure and delivery model
- A second round of staff consultation has been completed. This consultation focussed on a revised staff structure, based upon the extensive feedback received from the initial consultation in August / September 2015. Note: an inevitable consequence of the second round of staff consultation was a delay to some of the appointment & assimilation process.
 - Note:** Because of this second round of staff consultation, the transition team deliberately focussed on non-staff elements of the transition during Oct – Dec 2015. With this consultation now complete, staff transition activities can be accelerated early in 2016.
- Specific projects are underway to tackle key elements of the technology roadmap. These include:
 - Server room rationalisation
 - Rationalisation of software license / non-staff costs
 - Improved enablement of remote / flexible working
 - Service desk rationalisation
- Over 30 staff have received training in Agile Methodology, with HDC looking to amend their existing delivery model to embrace Agile as a viable alternate delivery methodology

F. LOOKING FORWARD

Short to medium term: By consolidating the three separate ICT teams of the partner councils, the ICT Shared Service will create a single larger organisation that will have greater resilience and more cost effective operations than any of the individual teams could provide. For example, the cost of providing disaster recovery and business continuity will reduce, due to the move to shared server room and disaster recovery infrastructure.

Furthermore, the ICT Shared Service will provide unified service offerings, delivered in a consistent and optimised way (e.g. Address Management services). In so doing, the quality and consistency of service delivery should improve, whilst unit costs reduce. This is an important enabler to assist the partner councils deal with their ongoing financial pressures to do “more for less”. Similarly, rationalising supply chain contracts should also yield savings.

Longer term: A single, larger team provides the opportunity to invest in roles which the individual councils would not have been able to afford in isolation, e.g. Technical Architect. In so doing, the ICT Shared Service will be able to provide Thought Leadership to the three partner councils in how to evolve their front line services to embrace “Digital First” service provision. By supporting this channel shift, ICT will be pro-actively driving down the unit costs of service delivery within the partner councils.

The **Technology Roadmap** (mentioned above) will be the means whereby these service evolution steps will be specified, prioritised, controlled and managed.

Risks & threats: The following table describes the key risks, and associated mitigation actions:

Risk Description	Risk Mitigations
Shared Service benefits are not adequately captured nor regularly checked and monitored leading to inaccurate reporting and potentially lack of support (incl financial)	Business cases have been developed and presented to each council’s committee cycle in July 2015 for consideration and approval. Benefits have been identified and quantified wherever possible and monthly performance reporting agreed for the first 6 months of operation.
Service standards are set at different levels across the three Councils, leading to customer and Member complaints about differing service levels from a shared service.	Clear principles to be established to agree how service standards will be developed and approved. To support standardisation where this is appropriate but allow for local variation where this is required, costing model to reflect cost implications of different service delivery
Overall financial savings targets are unrealistic and unachievable, leading to service ‘cuts’ being required elsewhere to meet the shared service saving shortfalls.	Savings targets to be regularly reviewed as part of performance monitoring and evaluated as part of the development and delivery of the Shared service business case Business cases to include robust financial analysis and risk / sensitivity analysis for projected savings. Cost sharing proposal that service budgets are at 85% of pre-shared service levels initially, which automatically builds in savings in year 1. Posts being held vacant where appropriate until structures are agreed, offers early possible savings.

<p>No communication plan is in place leading to employee rumour and dissatisfaction and the lack of 'buy-in' or cynicism with the shared service model.</p>	<p>Regular communications from project boards and PBSS. Full communications plan has been developed & is being implemented by communications, workstream leads and programme manager. A number of methods of engagement have been adopted to ensure staff needs are met – 1 to 1s, group meetings, briefings, written communications, email updates.</p>
<p>The uncertainty arising from a shared services delivery model causes uncertainty amongst impacted employees, leading to them resigning and the Council's losing expertise and knowledge that would be beneficial to the re-engineering of the service.</p>	<p>Communications and engagement plan for staff to support change management and manage uncertainties HR processes clear and well communicated Effective, timely and robust consultation with staff</p>
<p>The ICT infrastructure is not robust enough to support the requirement of staff to work across multiple sites, leading to a reduction in service levels and the failure to agree the financial savings identified.</p>	<p>ICT shared service priority is to enable flexible working The ICT strategy & implementation plan captures the short, medium and long term actions needed to facilitate flexible, multi-site working</p>
<p>Overall financial savings targets not met by the new shared service or are unrealistic and unachievable, leading to service 'cuts' being required elsewhere to meet the shared service saving shortfalls.</p>	<p>Delivery against savings target to be regularly reviewed and evaluated as part of the implementation and delivery of the Shared Service business cases. Business cases include robust financial analysis and ongoing work is undertaken on risk / sensitivity analysis for projected savings. Cost sharing proposal that service budgets are at 85% of pre shared service levels initially builds in savings in year 1. Posts being held vacant where appropriate until structures agreed offers early possible savings.</p>
<p>Shared Services do not deliver the expected good quality services to internal and external customers</p>	<p>Agreed service standards to be developed and approved. These will support standardisation where this is appropriate but allow for local variation where this is required, costing model to reflect cost implications of different service delivery</p>

G. COMMUNICATION AND CONSULTATION

The ICT Shared Service uses a variety of methods for communication with their staff, customers and key stakeholders.

The **Service Catalogue** outlines the main functions delivered by the ICT Shared Service, including performance indicators, role responsible for delivering the function and the main components to be delivered. This document has been drafted by the staff within ICT and will be released to customers from across the Partner Authorities for comment and feedback to help shape the services being delivered.

The **Technology Roadmap** is the forward plan of technological development of the ICT Shared Service, it outlines the timelines for moving to new or different technologies. The Head of Service and Technical Architect will lead on effective engagement with key service areas to define their future needs and ensure they technical solutions are built into the roadmap.

The **Services Roadmap** is the forward plan for applications and system developments for the ICT Shared Service. This plan captures the needs of services from across the Partner Authorities and sets out the timeline for the work to be completed, the roadmap is the responsibility of the Application Support Manager who will lead on consultation with the service areas.

Communications within the ICT Shared Service team will continue via the 'weekly comms' email that reports on progress for forming the new ICT Shared Service. The transition plan is used to manage the timeline of the transition work to form the new service, this plan is updated weekly and is available to all the ICT Shared Service staff.

Communications between the ICT Shared Service and the Partner Authorities or external suppliers will be led by the Development Manager. Regular meeting and engagement activities will be scheduled to help understand customer needs and ensure the ICT Shared Service is performing and enabling corporate objective

SECTION TWO – OPERATIONAL PLAN 2016/17

This Section sets out the “Business as Usual” priorities and the activities that 3C Shared ICT Services will undertake to deliver value-adding services to customers.

	Priorities for the service	State where these priorities are outlined <i>(i.e. Corporate plans, ICT strategy)</i>	Actions that will deliver the priority	Outputs from the activity	Outcomes from the activity	Lead Officer
1	Deliver high standard of system availability	ICT Vision	<p>Develop a list of services provided with customer service standards</p> <p>Develop the Technology and Service roadmaps to outline forward plan of work</p>	<p>Service Catalogue</p> <p>Technology and Service roadmaps</p>	<p>Services across the Partner Authorities understand and have confidence in the functions being delivered</p> <p>Builds trust in the ICT Shared Service to deliver their services and maintain high performing ICT, thus allowing the Partner Authorities to focus on their own customers</p>	

2	Support and develop our IT systems	ICT Vision	<p>Build a technology roadmap</p> <p>Examine business processes and enable automation wherever possible</p> <p>Proactive management of our suppliers and contracts</p>	<p>Have a clear understand of the technological direction for the future</p> <p>Clearer simpler processes that involve less human interaction and that can be replicated elsewhere</p> <p>A single set of invoices and contracts to administer.</p>	The Partner Authorities are confident that we are getting value for money from the ICT investment	
3	Open the door for others to follow	ICT Vision	Support the work of the following Shared Services, Building Control, Legal, Waste, Planning and Finance	<p>Standard applications</p> <p>Ability to access, use or administer systems centrally</p> <p>Enable the services to change</p>	These shared services deliver a more efficient function and better value for money.	

4	Allow people to work flexibly	ICT Vision	<p>Mobile devices</p> <p>Office 365 sites</p> <p>Establish Lync and collaborative working systems</p> <p>Enable global protect on laptops and tablets to work anywhere</p>	<p>Flexible Working</p> <p>Home working</p> <p>Remote Working</p>	<p>Allow flexible working, staff are able to have a better work life balance with home or remote working.</p> <p>Better use of accommodation as staff are able to utilise different buildings or venues in a more flexible manner</p>	
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Priority	Performance Measures <i>(provide a list only - target information is included in section 4)</i>	Dependencies <i>(ICT, Finance, Human Resources, accommodation etc)</i>	Key risks to delivery <i>(include how these will be mitigated)</i>
1	Customer Satisfaction	ICT	
2	Budget Savings achieved	ICT, Finance	
3	Organisational Structure populated	ICT, HR	
4	Service Catalogue PIs met	ICT	

SECTION 3: 2016/17 SERVICE DEVELOPMENT ACTIVITIES

SECTION 3A: SERVICE DEVELOPMENT OBJECTIVES

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Development objective	Allow staff to work flexibility from home and across the 3 partner Authorities	Describe the desired outcome – what will it look like when it has been achieved?	Staff are able to access any system they require from any site or home	Lead officer	Development Manager/ Technical Architect
Is this a Project? (Yes/ No) and description	<i>No this is a programme of works – There are a series of projects that need to be delivered to enable staff to work in a more flexible manner. The first phase includes providing access to all sites via a single swipecard mechanism, access to centralised resource booking, availability of hotdesks and the provision of global protect enabled laptops and tablets. The second phase of projects will look to deliver a plan to enable any staff to work from any location.</i>				
Business Benefits			How will it be measured?		
1. Enables the cultural change of staff working in a partnership environment			Staff satisfaction survey		
2. Maximises the usage of existing accommodation, and enables the partner Authorities accommodation strategies to be implemented.			Percentage of desk space used, and ratio of staff to desks across the partner offices		
3.					
4.					
Outputs & products	Resources	Responsible Officer		Target delivery date	
Install a common card reader system across the three partner Councils Implement a single cloud based resource booking system for all meeting rooms, hot desks, pool cars, visitor spaces, and equipment for the partnership	ICT and facilities staff ICT with input from facilities and accommodation staff	Andy Wood (Facilities) 3C ICT Project/Client Manager			

Key risks	
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Development objective	Implementation of a single Financial Management System	Describe the desired outcome – what will it look like when it has been achieved?	A single system, and standard processes in use by all three partner Authorities	Lead officer	Development Manager
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Is this a Project? (Yes/ No) and description	<i>Yes – This is a procurement and implementation of a new system to replace the three existing IT applications, along with the standardisation of business processes.</i>				
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Business Benefits	How will it be measured?
1. A single system will mean less administration overheads for the ICT Application Support Staff	Service availability time, call resolution time, customer satisfaction
2. A standardised system will enable staff in Finance to work in a more efficient and flexible manner, and potentially work across the different partners, maximising the staff resources	
3.	
4.	

Outputs & products	Resources	Responsible Officer	Target delivery date
Following tender process an order and contract for a new Financial management System Standard configuration setup (documented)	Accountancy, project management, legal Accountancy, IT Analyst	3C ICT Project/Client Manager 3C ICT IT Analyst	

Key risks	
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Development objective	Consolidation of the existing data centres and replacement of the SAN storage system.	Describe the desired outcome – what will it look like when it has been achieved?	Provide a main and secondary data centre with SAN capacity to run all server requirements for the partner Authorities	Lead officer	Technical Architect & Network/ Infrastructure Manager
Is this a Project? (Yes/ No) and description	<i>Yes – Procurement of a new SAN to accommodate the data for all three partner Authorities, and consolidation to a main and secondary data centre. The secondary site is a live mirror of the main site so that it will provide a dynamic fail over option in case of an emergency or disaster.</i>				
Business Benefits			How will it be measured?		
1. Reduction in ICT administrative overheads for multiple data centres			Call resolution time by Network staff, Network and server availability and performance metrics		
2. On site dynamic disaster recovery options with the secondary backup site, allowing the cessation of external options which currently cost £110k per annum			Cost benefit analysis		
3. Closing of certain data centres, especially within Cambridge will enable the Cambridge City accommodation strategy to be delivered.					
4.					
Outputs & products	Resources	Responsible Officer		Target delivery date	
Consolidated data centres New SAN software	ICT Network and project management	3C ICT Technical Architect and Project/Client Manager			
Key risks					

SECTION 3B: SUMMARY OF SERVICE DEVELOPMENT OBJECTIVES

Copy the objectives directly from the action plan tables into this summary table so that there is an easy reference guide to the main objectives of the service.

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Service Ref No:	Service Objective and Outcome plus links to partnership objectives, relevant strategies and plans (<i>i.e. what do we want to achieve and why are we doing it?</i>)	Lead Officer
	Allow staff to work flexibility from home and across the 3 partner Authorities	Development Manager/ Technical Architect
	Implementation of a single Financial Management System	Development Manager
	Consolidation of the existing data centres and replacement of the SAN storage system.	Technical Architect/ Network/Infrastructure Manager

SECTION 4 – KEY PERFORMANCE INDICATORS (KPIs)

Organisational, Service and Corporate Plan Performance Indicators

The table below should list organisational performance indicators (KPIs) applying to the service, key PIs from the action plan in section 2A and any PIs from partners’ Corporate Plans that this Service is responsible for reporting against.

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KPI Reference and Description	Reporting frequency	2015/16 Target	2015/16 Final Outturn	2015/16 Target	2016/17 Year End Estimate
Key Service PIs <i>(to be selected from the action plan at section 2A)</i>					
Customer Satisfaction	Annual				
Budget Savings achieved	Annual				
Organisational Structure populated	One off				
Service Catalogue PIs met	Quarterly				
Corporate Plan KPIs <i>(all PIs in the Corporate Plan that your service is responsible for should be listed here)</i>					
None					

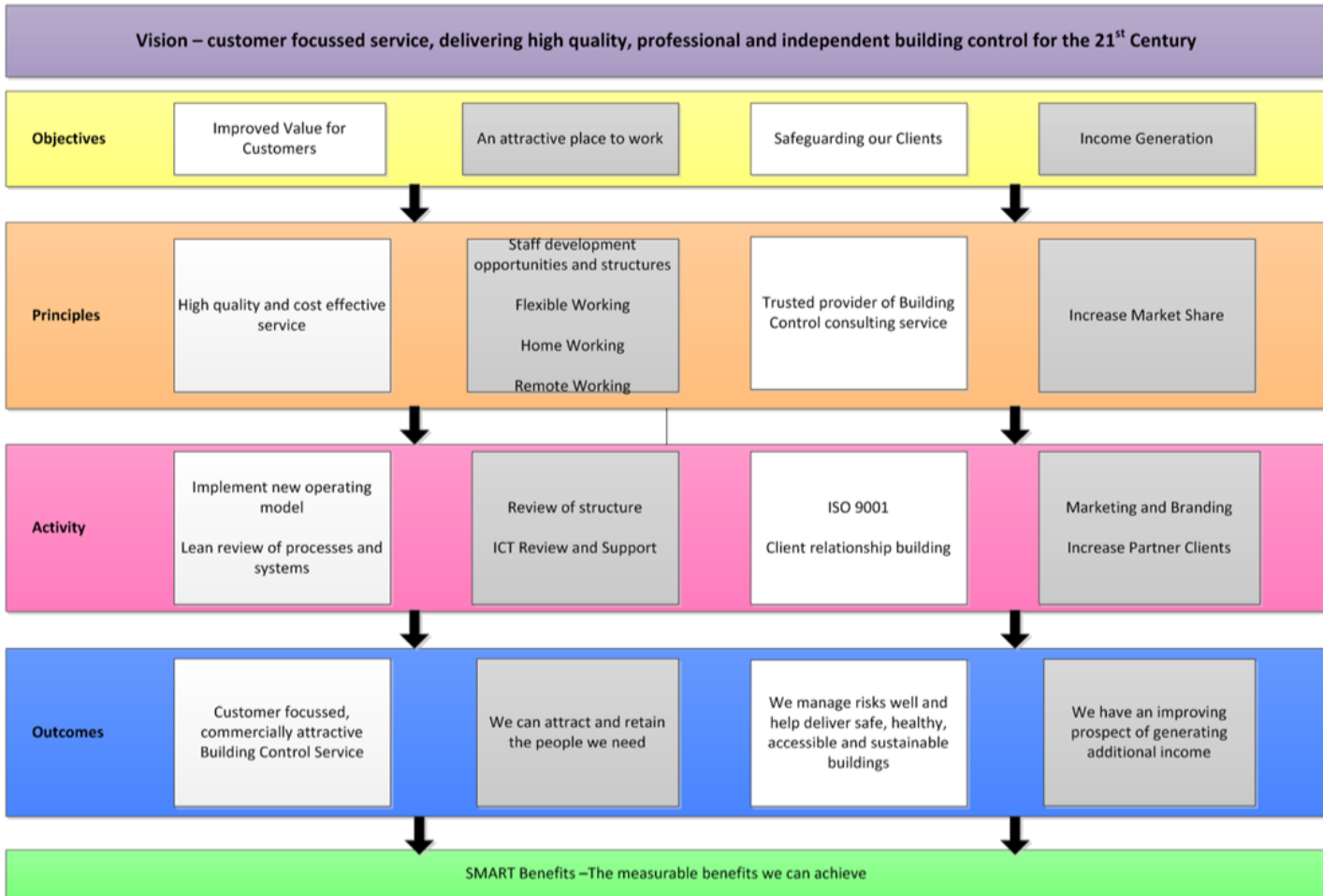
BUSINESS PLAN FOR BUILDING CONTROL 2016/17

Service Leads			
Head of Shared Service	Shared service manager - <i>VACANT</i>		
	Cambridge City Council	Huntingdonshire District Council	South Cambridgeshire District Council
Director	Simon Payne	Nigel McCurdy	Jo Mills
Lead Councillor			

APPROVED BY	Status	Date
Management Board	Draft	
Shared Services Partnership Board	Draft	
Joint Advisory Committee	Final draft	
Cambridge City Council [<i>Executive Councillor and Scrutiny Committee</i>]	Final	
Huntingdonshire District Council Cabinet	Final	
South Cambridgeshire District Council Cabinet	Final	

3C Reporting timetable	
<p>Progress reports on Business Plan implementation and progress against key measures will be monitored at the monthly 3C Management Board meetings and then submitted every six weeks to the 3C Chief Executives' Board. Quarterly performance reports will be submitted to the Joint Shared Service Group (Leaders) prior to consideration by each partner at executive and scrutiny level.</p> <p>Progress updates in quarterly reports will inform the preparation of annual reports, to be submitted to the partners' decision-making bodies in <i>March 2017</i> as part of the strategic review process set out in Schedule 2 to the Partnership Agreement.</p>	
Version (<i>Clearly indicate final version</i>)	Date
1.0	05.01.15
2	2.2.16

Vision



SECTION 1 – CONTEXT AND OVERVIEW (approx. 4 sides in total)

A. PURPOSE OF THIS DOCUMENT

This is the Business Plan for the Building Control Service, part of 3C Shared Services, for 2016/17. It describes how the shared service arrangement outlined in the approved Business Case will be delivered to ensure objectives are achieved and business benefits are realised within a robust governance framework and in the context of the partner councils' corporate plans.

The following objectives have been agreed:

- Protection of services which support the delivery of the wider policy objectives of each Council
- Creation of services that are genuinely shared between the relevant councils with those councils sharing the risks and benefits whilst having in place a robust model to control the operation and direction of the service
- Savings through reduced managements costs and economies of scale
- Increased resilience and retention of staff
- Minimise the bureaucracy involved in operating the shared service
- Opportunities to generate additional income, where appropriate
- Procurement and purchasing efficiencies
- Sharing of specialist roles which individually, are not viable in the long-term

The Plan is divided into the following sections:

- Section 1: Context and Overview
- Section 2: Operational Plan (business as usual activities)
- Section 3: Development Plan (service improvement & project based activities)
- Section 4: Summary of Performance Indicators

B. DESCRIPTION OF THE SERVICE

The Building Control Shared Service was created by transfer of staff to one organisation (Cambridge City Council, the “employing authority” in October 2015, but it is not yet operating fully as a Shared Service, for a variety of operational and technical reasons. The aim is for it to be fully operational as a shared service from April 2016. Thus, this Business Plan sets out a range of development work which is still required to build the capacity of the Shared Building Control Service, and the full benefits of moving to a Shared Service are unlikely to be realised until the latter half of 2016/17.

Description & Functions of the Building Control Service

Local Authorities hold a statutory duty, to enforce the building regulations, imposed on the council under the Building Act 1984. This involves the examination of submitted plans, inspection of works on site and issuing of Approvals and Completion Certificates, and both informal and formal enforcement action. It provides an important part of the creation and conservation of safe buildings locally – contributing to both growth and heritage, and strengthening key partnerships between major partners (such as the university and colleges) and the Council. The Building Control section also carries out inspection and removal of dangerous structures.

Most of the work carried out by Building Control is subject to competition by Approved Inspectors: it is in the Councils' interest to retain fee earning work, especially work which is charged outside of the standard fee schedule and subject to an individual contract or partnership arrangement for enhanced services.

Building Control carry out work within the boundaries of the local authority areas but also enter into partnerships under the LABC partnership scheme under which they provide plan-checking and advice for partners throughout England and Wales.

Some councils have historically provided additional services within the BC work area. Currently, these are carried over into the Shared Service, but not provided across all council areas, and this will need to be subject to a review during the year to determine whether there are advantages in operating them across all areas. These include:

- street naming and numbering (CCC and SCDC)
- considerate contractor scheme (CCC)
- construction monitoring for Planning (SCDC and SCDC)

Establishing the service model will require clarity over the services to be provided and financial arrangements for services delivered on behalf of some but not all parties.

Staffing

Following TUPE and the creation of the new Shared Services Manager post outlined in the business case (July 2015), the establishment now comprises:

- 1 Shared Service Building Control Manager- *vacant, interviews Feb '16*
- 4 Principal Building Control Surveyors- *0.4fte vacant*
- 15 Surveyors/ Senior Surveyors – *7 posts vacant, interviews Feb '16 (second time of advertising)*
- 1 Apprentice – *2nd apprentice to be recruited Summer 2016*
- 1 construction monitoring officer (SCDC/ CCC only at present)
- 1 Building Control Support Manager – *new post, out to advert Feb '16. Will focus on business development*
- 5 fte technical support (*recruitment needed as result of City internal review of support services; exact number of posts subject to budget following JE*)

There is a need to review the staffing establishment in order to ensure:

- adequate and effective leadership
- experienced staff able to deliver complex projects and mentor more junior/ trainee staff
- effective business support, working as a single team across two locations.

Aims & Priorities

The aims of creating the Building Control Shared Service are to:

- improved value for customers
- an attractive place to work
- safeguarding our clients, and income generation
-

In addition, the ongoing aims of the BC Service are:

- delivering a statutory service to ensure the safety and quality of the built environment, and to contribute to the creation of excellent building

- maintaining and improving service quality and transparency
- achieving a balanced budget through increased partnership income, appropriate fee charges, and effective management of costs

In our first stakeholder workshop as a shared service in January 2016, customers indicated that they really value our service, and trust the local authority brand: they asked us to continue to develop that service, and not to allow financial pressures to reduce the quality of staff, or to impact on the strong relationships with customers.

Our aims will contribute to the strategic outcomes of supporting growth and the local economy.

Service Model

The Building Control service will operate a single service from two hubs, based in Cambridge City and in Huntingdon, with staff deployed on the basis of their preference and the needs of the service. We will work to support surveying staff to be as mobile as possible, so as to reduce time travelling. We will keep under review the volume and type of work commissioned from each hub, in order to deploy resources effectively, and to manage the business.

We will operate as a single business unit, with one set of charges from 1st April 2016, and as soon as we can implement a shared ICT system, we will have a single point of billing, and will streamline initial customer contact and performance management through our business support team.

As a new service, we need to carry out a significant amount of analysis in order to build the business – and to develop our business model in response to this. This includes collecting and analysing more customer feedback data, analysis of the wider building control market in the locality, and data on costs and performance.

Customers

Customers include individual householders, local residents and businesses; small builders; larger developers, land agents and other building services professionals such as architects, construction contractors, and structural engineers; corporate clients including the University, Healthcare trusts, Public bodies and Housing Associations.

Within the Councils, there is a close relationship with Planning and Estates functions.

There is a need to do far more detailed analysis of the business, to determine:

- Numbers and types of applications dealt with in different geographical areas, and how these have changed over time;
- How well the service performs in relation to competition – in different patches and in terms of different types of work (commercial/ residential/new build);
- Strength of partnerships, and success in winning work in different areas – together with an analysis of potential future tender opportunities based on knowledge of growth sites/ aspirations of key partners and others;
- Changes in client-base

Detailed customer profiling will support the development of a more detailed business plan, potentially including investment in marketing.

Governance

The BC Shared Service Board acts as an intelligent client, monitoring the performance of the service and informing future development. It feeds into the Shared Service Management Board any issues relating to implementation/ interface with other shared service programmes.

Service Quality

Cambridge City Building Control operates a Quality Management System assured to ISO 9001:2008 (revalidation March 2017). HDC also operate ISO, but are registered separately with a different organization. ISO is an important independent assessment of quality, and the business process review required to genuinely more to a shared service needs to take account of the requirements of ISO in order to win accreditation for the new service as a loss of ISO would impact on large tender opportunities.

Quality of service is key to retaining business and in particular to winning contracts for larger works. Enhanced services can include: early consultation; same day response; close working with other parts of the Councils

Fees

From April 2016, a single fee schedule will operate for all new work commissioned against the schedule and all tenders will be priced on the same hourly rate across the service.

In addition to fees earned against the schedule of charges, there is income from major projects won by formal tender submissions and fee proposals against a set level of service. There is a greater concentration of very large projects in the city, with some extremely valuable clients, but there are significant projects across the area, and these will increase in future. The new service needs to focus on how to win major projects, and to ensuring a confident and consistent approach to such submissions, backed up by continued high levels of service delivery.

C. FINANCIAL OVERVIEW

Shared Service Budget for next year – current draft below.

We are implementing a single fee structure from April 2016, but also actively working to develop better analysis of work done in order to understand and predict income in the future. This will be used for a full review of costs later in the year.

	Year 0*	Year 1		
	2015/16 £	2016/17 £	Savings** £	Savings %
Gross Budget	899,600			
Less Income	646,970			

Net Budget	252,630			
Less recharges (non Fee-earning)	97,735			
Net budget after recharges	154,895	287,740		
Fee-Earning a/c surplus/deficit	(14,365)	0		
Non Fee-earning a/c	169,260	287,740	50,780	15%
	154,895	287,740	50,780	
<p>* Yr 0 figures are for the 6 month period from Oct 15 to Mar 16. Year 0 figures assume savings already taken from Partners prior to baseline budget setting</p> <p>** Yr 1 savings are based on the minimum savings requirement of 15% of the 2015/16 full year Non Fee-earning a/c budget of £338,520</p>				

D. STAFFING OVERVIEW

Staffing

Cambridge City Council is the employing authority. There is a Building Control Shared Service Manager post, to which recruitment is underway (Feb 2016). There are also on-going attempts to recruit to vacant surveyor/ senior posts, but there is a recognised shortage of qualified staff in the East, and there may well be a need for further review of terms and conditions in order to maintain a service in competition with the private sector. An OD strategy is being developed to create a more unified team culture, but a review of staffing will be required in order to ensure that the service has capacity in the right areas.

Overall accountability for the BC service sits with the Building Control Project Board – a board comprising senior officers (Heads of Service), with the manager reporting directly into the Joint SCDC/ CCC Director of Environment and Planning.

An apprentice has been recruited as a first step towards creating new career routes into BC, with a further apprenticeship planned, and potential to create new career routes.

Technical Support is a crucial part of the BC service. A new Business Manager post being recruited to build a stronger business with a commercial and customer focus. The manager will lead a unified technical support team, who will need to play a leading role in reviewing processes and implementing more efficient ways of working.

In terms of skills – there are a number of very experienced staff within the service, but there is a need to recruit, train and develop new staff, and for some existing staff there is a need to broaden experience so that they have the necessary skills to undertake the more complex work required in larger projects. This will help to build a more resilient service and provide opportunities for staff to be involved in wider projects.

E. LOOKING BACK

Achievements

The Service is not yet fully operational as a Shared Service, and as such it is not possible to highlight achievements of the shared service since launch, but individually the three teams have continued to deliver under difficult circumstances, and ensure continuity of service. Teams are beginning to work together and provide more flexible services/ support each other – e.g. HDC have carried out plan-checking for other teams.

The 3C budget as a shared service is expected to be properly integrated from April 2016, and therefore anticipated savings will be quantified from that point.

There is as yet no shared performance data to quantify impact on customers, although current performance is greatly and adversely affected by a lack of capacity within the service. Going forward, the Shared Service will need to take a more flexible approach to the recruitment and retention of staff, without which it may not be commercially viable.

In terms of external accreditation – CCC and HDC are both currently ISO registered, but with different providers. SCDC do not hold this accreditation. CCC have found accreditation to be very important in bidding for external work, and it is therefore a priority to secure independent assurance of the new service as soon as processes have been harmonised and streamlined. Thus sorting out business processes is a major focus for 2016 (and loss of ISO is a major risk).

F. LOOKING FORWARD

Key Opportunities

- maintaining and growing business through better understanding of market/ improved business analysis
- getting team fully staffed to give capacity to respond to tenders / build relationships with partners
- easier access routes for customers
- sharing staff resource and skills across three teams so up-skilling staff and building resilience
- shared IT will improve efficiency as would single fee schedule and on line billing
- remote- and mobile-working would enable officers to work more efficiently

Threats

- increasing competition including from other LA shared services
- lack of capacity to deliver meaning we let customers down
- internal constraints limiting progress especially on HR issues.

What outcomes are we looking to achieve together?

- a) Sustaining and improving the high quality building control service provided to customers – measured against key performance indicators for quality as well as cost and timeliness

- b) Developing and supporting a strong team with appropriate skills – reviewing current staffing structure and T&Cs, recruiting to meet gaps, developing career pathways, supporting staff to train
- c) Maximising fee income and meeting financial break-even requirements as set out in Local Authority Charges Regulations
- d) Developing a better understanding of the business in order to retain or grow market share
- e) Undertaking a full business process review to reduce duplication, increase business efficiency – also to update documentation, improve customer service and then achieve ISO 9001:2008 accreditation
- f) Increasing the number of Business Partners under the LABC Partnership Scheme
- g) Promoting the shared service to existing and potential clients – including through stakeholder events/ seminars/ etc and marketing/comms to launch new service

G. COMMUNICATION AND CONSULTATION

The Shared Service needs to communicate with stakeholders (existing customers but also householders) about the launch of the new service and to review all communications to a common template, new logo, etc. Also need single web access to the new service, linked from all three council websites and a direct access for existing clients.

Stakeholder forums – Cambridge City hold three or four a year, but whole service events will be needed going forward – the first shared service forum was held in January 2016.

The Shared Service collects customer feedback at Cambridge City but this will need to be rolled out across service, and to collect more customer intelligence through genuine engagement

SECTION TWO – OPERATIONAL PLAN 2016/17

This Section sets out the “Business as Usual” priorities and the activities that [3C Shared Building Control] will undertake to deliver value-adding services to customers.

Page 40	Priorities for the service	State where these priorities are outlined <i>(i.e. Corporate plans, ICT strategy)</i>	Actions that will deliver the priority	Outputs from the activity	Outcomes from the activity	Lead Officer
1	Deliver core BC services to customers – achieving KPIs for time and quality		<ul style="list-style-type: none"> -recruit manager and to existing surveyor vacancies - provide clear leadership, building focus on operational priorities - business review to ensure capacity focussed on priority areas 	<ul style="list-style-type: none"> - manager in post - principals supported to lead key service areas - full complement of staff - operating procedure in place to ensure work distribution/ emergency cover/ etc 	Functioning service able to deliver core service and with capacity to build business partnerships that require enhanced levels of service delivery	
2	Make services more transparent for customers		<ul style="list-style-type: none"> -review and harmonise fees -develop and implement new, common templates - review web-based access - implement single point of billing 	<ul style="list-style-type: none"> - single fee schedule - common letters/ templates/ comms - clarity over tel nos etc - improved on line access - single billing across the area with all payments direct to one LA 	<ul style="list-style-type: none"> - more coherent service, easier for customers to access - increased efficiency – reduced staff time wasted so allowing more focus on real business development 	

3	Make services more efficient	SS business case	<ul style="list-style-type: none"> - full BPR and implement streamlined processes and common templates - move to two hubs - interim IT solution to support the above - recruit new business manager and team - OD work to build single team culture 			
4	Full review of staffing	SS Business case	<ul style="list-style-type: none"> - review staffing structure once new manager is in place 	<ul style="list-style-type: none"> - modern, staffing structure that provides leadership and supports career development 	<ul style="list-style-type: none"> - existing staff concerns about TUPE/ T&Cs addressed - enhanced ability to recruit in future - trainees in post – succession planning 	

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Priority	Performance Measures <i>(provide a list only - target information is included in section 4)</i>	Dependencies <i>(ICT, Finance, Human Resources, accommodation etc)</i>	Key risks to delivery <i>(include how these will be mitigated)</i>
1	Speed of registration of applications	ICT	ICT, process review
2	Speed at which applications are examined	Staffing capacity	Lack of staff (plan in place but significant risks to delivery)
3	Customer satisfaction with service	Quality, capacity	Lack of staff capacity Customer confusion during implementation eg from different phone numbers, letters
4	Nominations submitted for Building Excellence Award		

SECTION 3: 2016/17 SERVICE DEVELOPMENT ACTIVITIES

Guidance on completing action plan tables for service improvement work and projects

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<p>Development objective 1 – ISO Accreditation</p>	<p><i>Describe the aim of the development project or activity. This should be written using SMART principles (Specific, Measurable, Agreed, Realistic, Timely)</i></p> <p>Achieve ISO recognition for the whole 3C BC service</p> <p>(Completion date to be discussed with ISO provider (s))</p>	<p>Describe the desired outcome – what will it look like when it has been achieved?</p>	<p>Service will be ISO accredited – to achieve this, it will have clear, coherent and efficient processes in place to support service delivery and Quality Control</p>	<p>Lead officer</p>	<p><i>State Lead Officer’s name and post</i></p> <p>Business Development Manager?</p>
<p>Is this a Project? (Yes/ No) and description</p>	<p><i>YES – this is a time-limited project to streamline processes and undergo the first ISO as 3c. From then on, maintaining ISO requires continuous service development, which is “business as usual”</i></p> <p><i>Work will involve changes to operations and processes</i></p>				
<p>Business Benefits</p>			<p>How will it be measured?</p>		
<p><i>Identify each business benefit (to customers, stakeholders and/or 3C strategic partners) and explain how each will contribute to the delivery of corporate and service objectives and will add value to core activities identified in Section 2 above.</i></p>			<p><i>All benefits must be measurable, either in financial or non-financial terms. Common measurements include savings or returns on investment, customer satisfaction and staff morale. Identify specific KPIs to include in Section 4 below.</i></p>		
<p>1. ISO supports service ability to win work through external tendering – a requirement in some tenders</p>			<p><i>Income achieved – large tenders bring in the most income and are those most dependent on external accreditation</i></p>		
<p>2. Efficient processes will support “business as usual” activities and will also support access to the business information/ analysis needed for further business development</p>			<p><i>Getting service back on track</i></p> <p><i>Managing costs of service downwards / releasing resources to focus on business growth rather than duplicative admin has impact on income achieved</i></p>		

Outputs & products	Resources	Responsible Officer	Target delivery date
Single IT system Single set of processes ISO documentation/ flowcharts Staff training	Additional resource required for BPR and interface of that to systems (eg creating templates); project dependent on appointment of business manager Interim BPR resource	Business Manager (once in post) – <i>until then, workstream lead</i>	June 2016.
Key risks	Failure to achieve ISO leads to loss of high value contracts Dependent on single IT system – interface with ICT – further delays in commissioning this or in implementation will put ISO at very significant risk		

Development objective		Describe the desired outcome – what will it look like when it has been achieved?	BC surveyors are able to access files/ quotes/ plans etc whilst on site, and to work remotely from all office locations/ hubs/ other places, reducing travel time. Single system streamlines support function and interfaces smoothly with the Planning records of the councils	Lead officer	State Lead Officer's name and post
2 – Specification and Procurement of Shared IT for BC and Planning	Moving to a secure, sustainable IT solution that supports data feeds to planning and enables mobile working by BC where appropriate - TIMESCALE dependent on Planning and Growth workstream, this project sits across both. Single, integrated planning system in use by planning, growth and BC (and potentially other services) across the three Councils.				<i>TBC</i>

Is this a Project? <i>(Yes/ No) and description</i>	<i>Yes – it is a project but it may have a significant implementation period of potentially 2 – 3 years.</i>		
Business Benefits	How will it be measured?		
<i>Identify each business benefit (to customers, stakeholders and/or 3C strategic partners) and explain how each will contribute to the delivery of corporate and service objectives and will add value to core activities identified in Section 2 above.</i>	<i>All benefits must be measurable, either in financial or non-financial terms. Common measurements include savings or returns on investment, customer satisfaction and staff morale. Identify specific KPIs to include in Section 4 below.</i>		
1. improved customer experience through better customer interface into IT	Customer feedback		
2. more efficient service – reduced surveyor time spent on administrative tasks			
3. improved business data to allow market analysis and business development			
4.			
Outputs & products	Resources	Responsible Officer	Target delivery date
IT specification	Workstream Lead to work with ICT (Technical Architect?) to produce draft specification by end May	Workstream Lead + Technical Architect	Spec – end May '16, fully tested system March '18
Key risks	Costs not yet identified Complex project connecting across multiple workstreams – risk of delay		

Development objective 3 – Commercial Analysis and Approach	Move to a commercial approach to support business growth by march 2017 <ul style="list-style-type: none"> - carry out detailed business analysis to understand current market share - identify realistic growth (or stabilisation) targets in key market sectors by Sept '16; - for 15/16 – targets need to be about stabilising/ avoiding loss of customers, but we need targets and plans for growing market share 	Describe the desired outcome – what will it look like when it has been achieved?	<ul style="list-style-type: none"> - service fully understands its position in the local BC market, including market share, key strengths, and changes over time - regular business analysis supports key business decisions in commercial environment - percentage market share stabilises and business invests in growing priority areas 	Lead officer	<i>State Lead Officer's name and post</i> Shared service BC Manager
Is this a Project? (Yes/ No) and description	<i>Yes – work is unique in so far as not yet in place – but should become business-as-usual once key posts (SS Manager and business manager) are filled and the business analysis/ review/ planning cycle becomes standard</i>				
Business Benefits			How will it be measured?		
<i>Identify each business benefit (to customers, stakeholders and/or 3C strategic partners) and explain how each will contribute to the delivery of corporate and service objectives and will add value to core activities identified in Section 2 above.</i>			<i>All benefits must be measurable, either in financial or non-financial terms. Common measurements include savings or returns on investment, customer satisfaction and staff morale. Identify specific KPIs to include in Section 4 below.</i>		
1. Business is able to stabilise and potentially to grow					
2. Staff understand business priorities and are able to contribute more to business development			<i>Staff satisfaction, use of skills</i>		
3.					

4.			
Outputs & products	Resources	Responsible Officer	Target delivery date
Detailed business analysis of current position and 15/16 work; reports, templates and scripts for regular business analysis	Business manager – probably plus some additional input either from tech team or elsewhere	Business manager plus BC Board	<i>August 2016</i>
Key risks	Risk of not-doing is loss of market share Risk of doing – need to ensure capacity not diverted too much from key tasks to establish the business-as-usual framework and ISO		

SECTION 4 – KEY PERFORMANCE INDICATORS (KPIs)

Organisational, Service and Corporate Plan Performance Indicators

The table below should list organisational performance indicators (KPIs) applying to the service, key PIs from the action plan in section 2A and any PIs from partners’ Corporate Plans that this Service is responsible for reporting against.

KPI Reference and Description	Reporting frequency	2015/16 Target	2015/16 Final Outturn	2016/17 Target	2016/17 Year End Estimate
Key Service PIs (to be selected from the action plan at section 2A)					
Applications examined in 3 weeks	Monthly	Varies by LA	Not known*	75%	
Applications examined in 5 weeks	Monthly	Varies by LA	Not known	90%	
Applications registered in 2 days	Monthly	Varies by LA	Not known	75%	
Customer Satisfaction			Not known	80%	
Nominations submitted for Building Excellence Awards				At least 6	
* we will seek to get performance date for the final quarter January – March 2016, to provide a baseline for improvement (whilst noting/ recognising the higher performance levels of some services in previous years)					
Corporate Plan KPIs (all PIs in the Corporate Plan that your service is responsible for should be listed here)					



**BUSINESS PLAN FOR LEGAL SERVICES (THE PRACTICE)
2016/17**

Service Leads			
Head of Practice	VACANT		
	Cambridge City Council	Huntingdonshire District Council	South Cambridgeshire District Council
Director	Ray Ward	Julie Slatter	Alex Colyer
Lead Councillor	Cllr Herbert	Cllr Harrison	Cllr Topping

APPROVED BY	Status	Date
Management Board	Draft	8/02/16
Shared Services Partnership Board	Draft	
Joint Advisory Committee	Final draft	
Cambridge City Council [<i>Executive Councillor and Scrutiny Committee</i>]	Final	
Huntingdonshire District Council Cabinet	Final	
South Cambridgeshire District Council Cabinet	Final	

3C Reporting timetable	
<p>Progress reports on Business Plan implementation and progress against key measures will be monitored at the monthly 3C Management Board meetings and then submitted every six weeks to the 3C Chief Executives' Board. Quarterly performance reports will be submitted to the Joint Shared Service Group (Leaders) prior to consideration by each partner at executive and scrutiny level.</p> <p>Progress updates in quarterly reports will inform the preparation of annual reports, to be submitted to the partners' decision-making bodies in <i>March 2017</i> as part of the strategic review process set out in Schedule 2 to the Partnership Agreement.</p>	
Version (1)	Date 12th February 2016

A. PURPOSE OF THIS DOCUMENT

This is the proposed Business Plan for the Practice, part of 3C Shared Services, for 2016/17. It describes how the shared service arrangement outlined in the approved Business Case proposes to be delivered, to ensure objectives are achieved and business benefits are realised within a robust governance framework and in the context of the partner councils' corporate plans.

The following objectives have been agreed:

- Protection of services which support the delivery of the wider policy objectives of each Council
- Creation of services that are genuinely shared between the relevant councils with those councils sharing the risks and benefits whilst having in place a robust model to control the operation and direction of the service
- Savings through reduced managements costs and economies of scale
- Increased resilience and retention of staff
- Minimise the bureaucracy involved in operating the shared service
- Opportunities to generate additional income, where appropriate
- Procurement and purchasing efficiencies
- Sharing of specialist roles which individually, are not viable in the long-term

The Plan is divided into the following sections:

- Section 1: Context and Overview
- Section 2: Operational Plan (business as usual activities)
- Section 3: Development Plan (service improvement & project based activities)
- Section 4: Summary of Performance Indicators

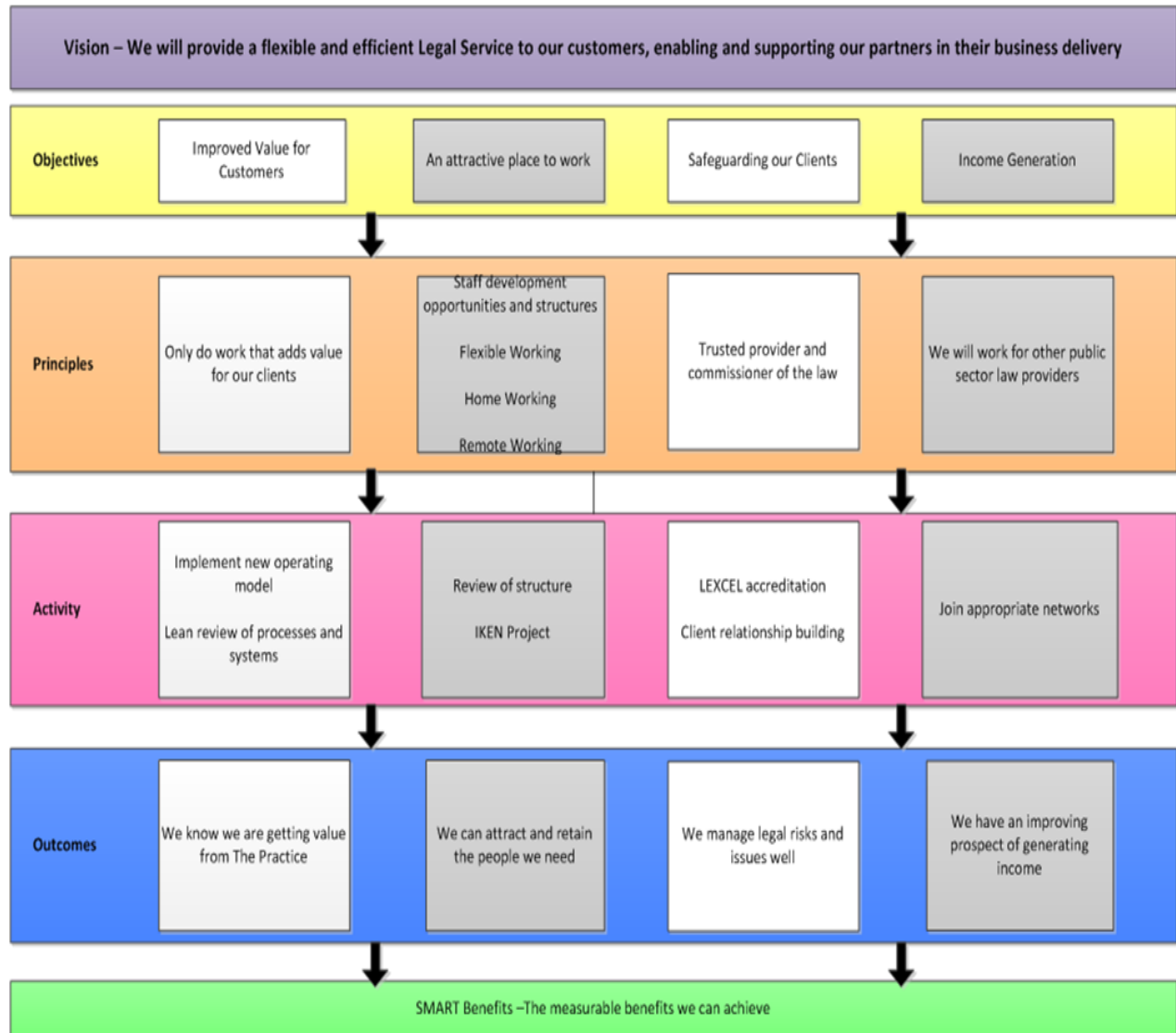
B. DESCRIPTION OF THE SERVICE

Vision

The Legal Shared Service known as the Practice went live in October 2015. The service is in the transition stage and is moving from 3 distinct and separate units to a true shared service.

The rationale for the establishment of a shared legal service between CCC, SCDC and HDC is that it will enable a reduction in the externalisation of legal work through the broader sharing of legal capability, increase output from lawyers by managing non-lawyer work away from them, create a single point for commissioning legal services to improve value for money from the process of externalising legal work, increase the opportunity for income generation by offering legal services to public and voluntary sector bodies, and improve staff recruitment, retention and development.

Vision for the Practice



This business plan will form part of ensuring that the Practice becomes a true shared service and that the benefits are realised.

Description of The Practice

The Practice carries out legal work for the 3 Councils covering all areas and types of work in which the Councils are involved including general legal advice, drafting documents and representing the Council in court.

The Practice is committed to providing an excellent legal service to assist the Councils in meeting its objectives and to ensure that the individual Councils act within the law.

Staffing

Historically each Council had a standalone Legal department (see appendix 1). Following TUPE, SCDC and HDC staff were transferred to CCC as employing authority.

The TUPE transfer consultation document included the new job description and person specification for the new post of Head of Legal Practice and proposed a new structure, showing two Service managers below the Head of Practice to head up the contentious and non-contentious teams. The role of Head of Practice was not disputed and is in the process of recruitment.

The main outcome of the consultation was that a re-design of the second tier management structure should be considered to make any management structure flatter and the arrangements for have been consulted on in a second consultation process which finished on 8 February 2016. As the outcome of the second consultation cannot be pre-empted, and for the purposes of this document only, an assumption is being made that there will be no major change to the structure under consultation (the business plan will be updated after the outcomes of consultation are known if required).

Objectives

Workshops have been completed with client departments and a clearer indication of the levels of expectations from the client departments is now known. How the Practice itself will be structured below the second tier of principal lawyers to meet the current and future demands of the clients of the Practice will be influenced by the outcomes of these workshops. It is a requirement of the Business case that client departments should inform the future operation of the Practice and feed into the Business Plan.

The Business Case also states there should be a review of accommodation requirements within the first six months of the Practices operation. This should feed into the accommodation strategy of each of the partnering local authorities' asset management plans.

Referring to the Business Case, the focus for the Practice remains the same as stated in the Business Case approved by all three Councils: A high standard of leadership, whereby the senior management team possess the right range of managerial, commercial, innovation and change management skills necessary to deliver the new service:

- Align current capacity with demand from within the practice itself
- Reduce external spend by 10% (i.e. £38k) in the first year of operation
- Optimise effective use of legal skills
- Reduce the books and publications spend
- Client departments to have a major role in developing the Business Plan

- Introduce appropriate KPIs to be monitored by the new management team of the Practice
- Income generation is key to the success of the Practice, and should derive income from legal costs incurred or recovered in a legal activity
- A detailed and comprehensive staffing review to be undertaken within the first year, based on an assessment of the needs of the new service and a new structure being implemented.
- To have a joint time recording and case management system
- A new management team be appointed to oversee a service-wide restructuring within the first year of operation
- Existing teams would stay where they are upon commencement of the practice however this arrangement would be reviewed within 6 months of operation

Stakeholders and Partners

The client services from the 3 partner councils are identified as key stakeholders and are being liaised with through workshops and meetings to review current and further requirements.

C. FINANCIAL OVERVIEW

The Business case is based on:

- A Practice budget of £1.4m
- A 10% reduction in external spend is expected to achieve savings of £39k.
- Better commissioning of external legal advice
- The re-structure will see efficiencies in management and business support arrangements (latter being driven by the extended use of technical support via IKEN, together with better processes) expected to achieve a balance of £140k balance of the savings

Therefore the proposal is to achieve savings of £179k from 2016/17.

The table below is an illustration of the reduction in net budget as a result of the proposed savings targets for 2016/17

The Practice Budgets (excluding recharges / overheads)

	Year 0*	Year 1		
	2015/16 £	2016/17 £	Savings £	Savings %
Gross Budget	722,035	1,303,800	140,270	
Less Income	125,355	289,440	38,730	
Net Budget	596,680	1,014,360	179,000	15%

*Yr. 0 figures are for the 6 month period from Oct 15 to Mar 16. Year 0 figures assume savings already taken from Partners prior to baseline budget setting.

2016/17 savings shared by Council in proportion to 2015/16 gross budget contribution

57.21%	14.05%	28.74%	
CCC	HDC	SCDC	Total
£	£	£	£
102,403	25,146	51,451	179,000

Budget monitoring for the period Oct 2015 to December 2015 is illustrated below

	Budget to Date	Actual to Date	Variance Over/(underspend)
Expenditure	£361,110	£317,445	(£43,665)
Income*	(£62,770)	(£29,483)	£33,187
Net	£298,440	£287,962	(£10,478)

**This only includes fees collected at Cambridge City Council. A further £37k is due from SCDC for the period Oct-Dec 15 in respect of fees from s106 agreements.*

D. STAFFING OVERVIEW

In October 2015 Cambridge City Council became the Employing Authority for the Practice. The current structures are shown at appendix 1 and the proposed structure is shown at appendix 2 the latter is the subject of the second consultation which commenced on the 6th January 2016 and concluded on the 8th February 2016. This consultation and the client workshops will inform the structure of the Practice moving forward.

The flatter structure, with the principal solicitors taking on the leading roles in specific discipline of the Practice with knowledge in other disciplines, will allow for a broader range of skill sets, whilst still retaining the specialism which client departments have shown a preference for. The creation of the Business Support Manager role will allow the Practice to be more resilient and more responsive by stripping out the routine administration work, allowing the lawyers to focus on legal work. Client workshops have been held to identify their aspirations and needs to enable the Practice to build the right level of efficient and effective capacity and capability going forward. The staff have been engaged in this process through away days, completing a basic skills template and providing details of their experience of capacity demands from client departments.

It is acknowledged that the Practice staff have and are still going through major change with the implementation of the shared service. Staff are being briefed through regular newsletters, team meetings and electronic communications. Staff have been encouraged to provide feedback and comments on any proposed changes to the structure or processes of the Practice.

The Practice is carrying several vacancies at present. In order to maintain service to clients interim arrangements have been put in place. This consists of arrangements with external third party suppliers of local authority legal services to support the Practice through its transition to full structural operation in summer 2016. This solution will be funded by the use of savings made from vacant posts and is on the basis that the Practice will only pay for the work carried out by the third party supplier.

To further improve the transition from 3 individual services to one single shared service a review of accommodation requirements and ways of working is underway. Staff will be consulted on this following on from the management structure consultation.

The recruitment process to Head of Practice is underway and Ray Ward (Director of Business Transformation) is acting Interim Head of Practice during the transition period.

E. LOOKING BACK

Achievements

1. The Practice is still within budget and over the past three months (over the life of the Practice). There is a current underspend of approximately £92k on permanent staff costs. However there is an overspend on temporary staff during this transition which amounts to approximately £72k, which leaves a net underspend of some £20k. The income for the Practice also appears to be on target for 2015/16. Monthly meetings are held to monitor the budget.
2. A review of client demand has also led to a negotiated increase in budgetary contributions to the Practice from partner councils.
3. No vacancies have been recruited to at the moment pending the reviews of the service, however interim arrangements have been put in place to minimise any affect to client services.
4. There is evidence of the flexible use of legal resources across the three Councils. The formal introduction of revised structures and working arrangements will build on and accelerate this
5. The Practice now operates a uniform case management and time recording system, so time can be captured by all fee-earners. Further work is required to maximise the use of the system.

F. LOOKING FORWARD

The Practice plans to increase its efficiency and effectiveness to its three partner Councils by bringing in some of the work which is currently outsourced, better more focussed use of “Legal” time, developing new and streamlining processes. It will also improve resilience in covering the legal requirements of partner councils by the flexible use of its legal capability.

The next phase of our restructuring of the Practice will focus on developing a structure that facilitates career progression to enable improvements in the recruitment and retention of staff – this work will be completed in summer 2016.

One area identified that can assist the three historic teams becoming one is accommodation. It is thought at this stage that moving the staff over to one base with two hubs, will help build a stronger more integrated team which currently has challenges simply because of the geography and locations of the three offices. Any changes will be consulted on with the staff in advance.

With the introduction of standard case management system and time recording system the aim is to get people working more flexibly through home working, remote working and the use of regional hubs. Putting adequate ICT solutions in place is key for the delivery of this objective and further work is being carried out in this area.

The service client workshops has identified the following areas of focus for the Practice:

Opportunities

- Harmonisation of policies, procedures and constitutions
- Ability to provide legal advice for commercial opportunities
- Consistency of legal advice
- A single point of contact
- To be less risk averse
- More procurement opportunities
- Increased self-help for client departments
- Specialist advice across whole spectrum of Councils’ work
- Obtaining government grant funding

Cambridge City Council currently has Lexcel accreditation This is a management accreditation recognised and run by the Law Society and the process is vigorous. It is a prestigious award; where local authority in-house departments can shine against their private practice counter-parts. It is an aspiration for the Practice to have consolidated accreditation.

G. COMMUNICATION AND CONSULTATION

On-going dialogue will continue with Client departments and the Practice staff via the workshops and face to face meetings, team meetings and the regular newsletter. A weekly update email is to be sent out to all Practice staff to keep them updated on progress, issues and updates.

The interim implementation manager has also been meeting with managers, to discuss levels of service to their departments during the transition and it is intended for this to continue in the short-term, until the recruitment of Head of Practice. During discussions a consensus is emerging that is welcomed, namely that specialist leaders in their fields are necessary but also a much broader skill range to cope with the ever-increasing demands for legal services.

Consultation on any potential office moves is planned imminently, to avoid as much disruption as possible.

Early indications of the outcomes from the workshops have been mentioned in section F. An outcomes report will be prepared in order to feed into a future Business Planning, and provide the necessary evidence for the Head of Practice to take the Practice in the right direction in the future.

The interim implementation manager will report monthly to the Management Board for Shared Services through a highlight report providing information on progress, risks, issues etc.

SECTION TWO – OPERATIONAL PLAN 2016/17

This Section sets out the “Business as Usual” priorities and the activities that *3C Shared Legal Services* will undertake to deliver value-adding services to customers.

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	Priorities for the service	State where these priorities are outlined <i>(i.e. Corporate plans, ICT strategy)</i>	Actions that will deliver the priority	Outputs from the activity	Outcomes from the activity	Lead Officer
1	<p>Integrate varying policies and procedures of the three Councils into single policies and procedures e.g. the recording and collection of disbursements, the payment of fees to bodies such as HMLR and courts</p> <p>Integrate a single fees charging mechanism and charge out rate for the fee earners</p>	<p>Identified from the workshops - work in progress</p> <p>Business plan and client departments</p>	<p>Investigation into the varying policies and procedures to unite these and form into single policies and procedures</p>	<p>Single policy and procedure where appropriate</p> <p>Make a comparison of fees and charges and look at updating these to have a single fees and charges model</p> <p>Compare costs allowed by the courts</p>	<p>Uniform policy where appropriate.</p> <p>Uniform procedures for handling legal matters</p> <p>Uniform fees and charges</p> <p>Uniform system for payment to bodies</p> <p>Uniform charge – out rates</p>	MM

2	Review what work is outsourced at the moment and make and review if it could be carried out in-house where possible	Initial business case agreed at July 2015 S&R Committee	Analysis of external spend and review of capability and capacity within the Practice	Reduce the legal spend of the practice	A reduction in the cost of outsourced work More work being carried out in-house	MM
3	An interim solution to the work force situation	Business Plan	Procure a third party supplier with call off arrangements. Carry out a mini procurement exercise	Appointment of a third party supplier to call upon as and when to plug the gaps	The client departments to have an efficient and professional service during the interim	MM

Priority	Performance Measures <i>(provide a list only - target information is included in section 4)</i>	Dependencies <i>(ICT, Finance, Human Resources, accommodation etc)</i>	Key risks to delivery <i>(include how these will be mitigated)</i>
1	Cycle time – to provide insights into the timeliness of delivering legal services	ICT system Business Process Review (BPR) Accommodation Strategy implemented	BPR work not carried out - Mitigated by review the resource required across all the shared services and allocation adequate resource ICT system not working - Mitigated by highlighting issues through the Management Board for escalation
2	Process efficiency – to outline how well the processes and procedures are designed	Business Process Review Lexcel Accreditation	BPR work not carried out - Mitigated by review the resource required across all the shared services and allocation adequate resource Lexcel Accreditation not achieved - Resource to be allocated to implement changes, standards and liaise with Lexcel

3	Staff productivity – to assess the outputs delivered by legal personnel	ICT Use of case management system	<p>ICT system not working</p> <ul style="list-style-type: none"> - Mitigated by highlighting issues through the Management Board for escalation <p>Staff are not recording their time correctly</p> <ul style="list-style-type: none"> - The Business Manager will be providing regular reports to the Head of Practice and immediate correctional action can be taken
4	Cost effectiveness – to reflect the quality of financial management	Finance ICT	<p>The Practice does not deliver stated savings</p> <ul style="list-style-type: none"> - The budget will be monitored monthly and reported to the Management Board for reporting or action

SECTION 3: 2016/17 SERVICE DEVELOPMENT ACTIVITIES

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Development objective	Design, agree and implement accommodation strategy	Describe the desired outcome – what will it look like when it has been achieved?	The Practice staff located in the post appropriate locations with the ability to work from home and work remotely	Lead officer	<i>Maria Memoli – Interim Implementation Manager</i>
Is this a Project?	This is a project which has already commenced and is due for completion by July 2016.				
Business Benefits			How will it be measured?		
<u>Better integration of teams</u> <ul style="list-style-type: none"> - Integrating the historic teams to become one - Easier to influence historical cultural differences - More clarity for client services on points of contact 			Feedback from staff to be sought through consultation Customer and staff satisfaction will be measured by way of regular feedback forms and meetings.		
<u>Alignment with CCC and wider shared service accommodation strategies</u> <ul style="list-style-type: none"> - Better use of accommodation through the 3 Councils estates - Increased use of hot desking - Focus on remote and home working 			Aim of desks to staff ratio of 7 to 10 employs measured. Business Manager to produce report on remote and flexible working figures to the Management Board.		
<u>Increased flexibility for the Practice staff</u> <ul style="list-style-type: none"> - Ability to work from various locations - Ability to work from home - Hubs in place near local courts 			Plan implemented and in use		

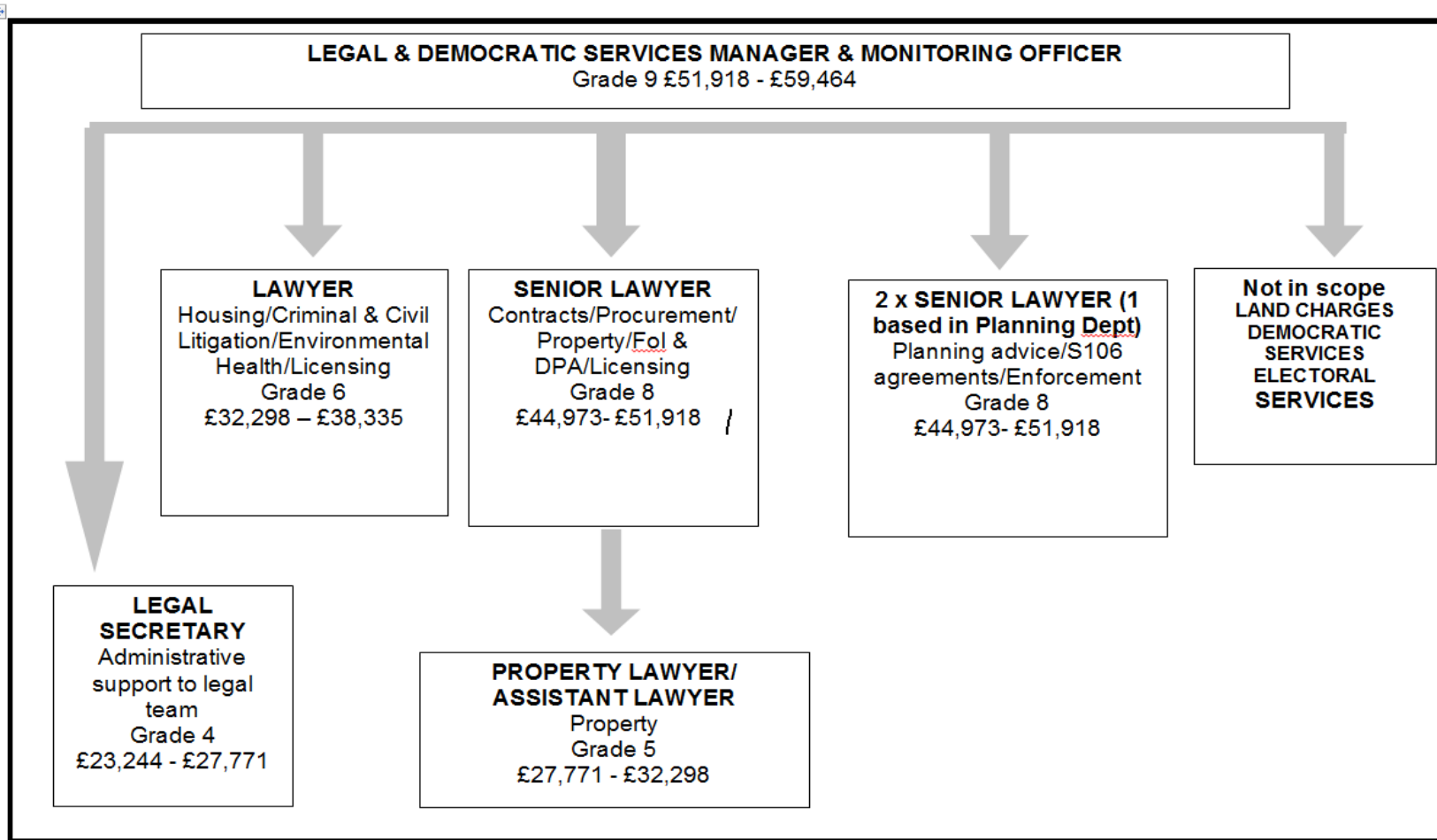
Outputs & products	Resources	Responsible Officer	Target delivery date
Accommodation Strategy Consultation Document Implementation Plan	Ray Ward – Sponsor Maria Memoli – Project Manager Alex Coyler – MAC Lead Richard Wesbroom – Finance Ruth Leyshon-Wilson - HR	Ray Ward	July 2016
Key risks	ICT infrastructure does not support vision Capacity to deliver on time		

SECTION 4 – KEY PERFORMANCE INDICATORS (KPIs)

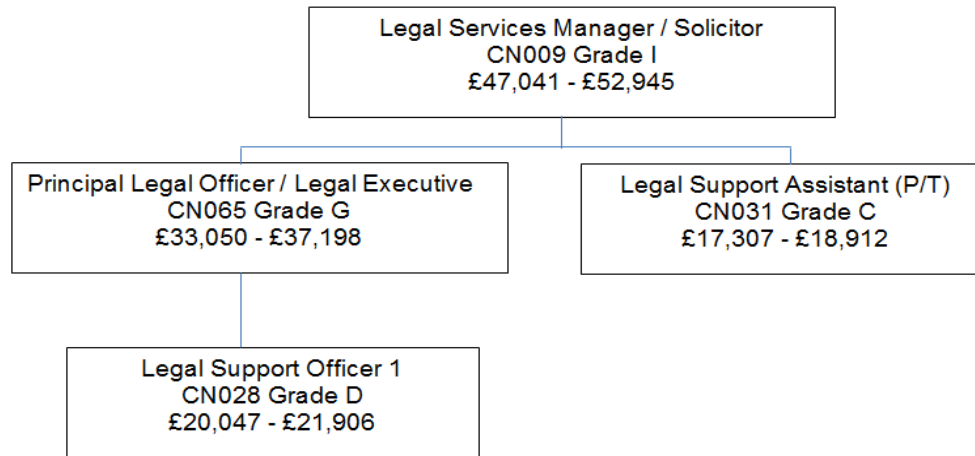
KPI Reference and Description	Reporting frequency	2015/16 Target	2015/16 Final Outturn	2015/16 Target	2016/17 Year End Estimate
Key Service Pls (to be selected from the action plan at section 2A)					
Cycle time – to provide insights into the timeliness of delivering legal services – aim to reduce overall cycle time by 10% against baseline by improving demand management	Monthly to Management Board	n/a	n/a	n/a	TBC
Process efficiency – to outline how well the processes and procedures are designed – aim to remove 25% of waste from processes	Monthly to Management Board	n/a	n/a	n/a	TBC
Staff productivity – to assess the outputs delivered by legal personnel – aim to increase staff productivity by 10% over agreed baseline	Monthly to Management Board	n/a	n/a	n/a	TBC
Cost effectiveness – to measure achievement of 15% saving from baseline budget	Monthly to Management Board	n/a	n/a	n/a	Savings of £179K
Customer Satisfaction surveys – to establish baseline level of customer satisfaction	Monthly to Management Board	n/a	n/a	n/a	TBC
Reduction in externalisation of work – to measure achievement against the 10% reduction target	Monthly to Management Board				

Appendix 1

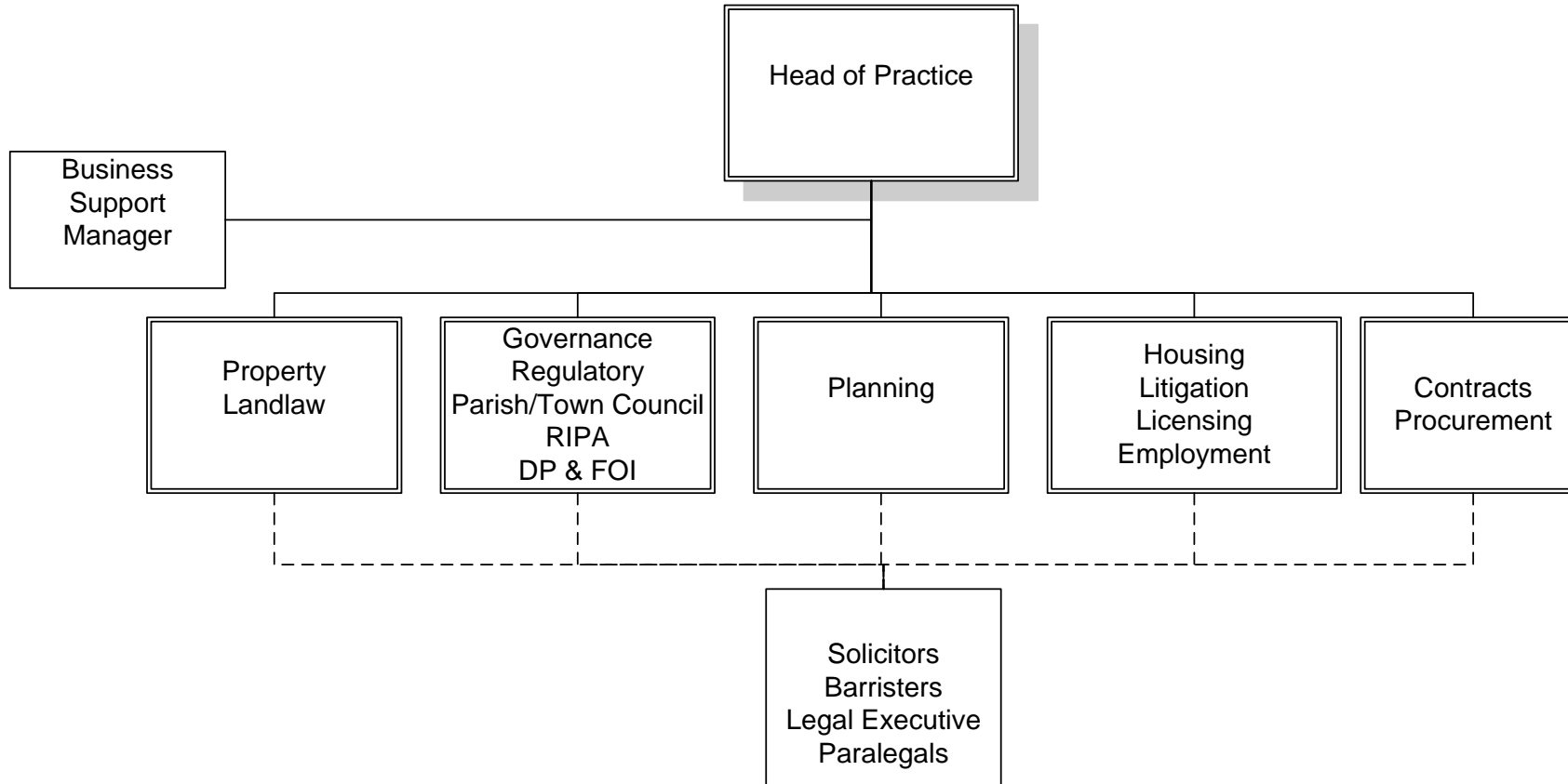
Existing Structure Charts (as at August 2015) - South Cambridgeshire District Council Legal Services Structure



Existing Structure Charts (as at August 2015) - Huntingdonshire District Council Legal Services Structure



Appendix 2 Proposed Structure



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**BUSINESS PLAN FOR
Cambridge City and South Cambridgeshire Single Shared Waste Service (SSWS)
2016/17**

Service Leads			
SSWS Head of Waste Resources	Paul Vanston		
	Cambridge City Council	Huntingdonshire District Council	South Cambridgeshire District Council
Director	Simon Payne	n/a	Mike Hill
Lead Councillor	Cllr Peter Roberts	n/a	Cllr Mick Martin

APPROVED BY	Status	Date
Management Board	Draft	8/2
Shared Services Partnership Board	Draft	11/2
Joint Advisory Committee	Final draft	29/2
Cambridge City Council [<i>Executive Councillor and Scrutiny Committee</i>]	Final	
Huntingdonshire District Council Cabinet	Final	
South Cambridgeshire District Council Cabinet	Final	

3C Reporting timetable	
<p>Progress reports on Business Plan implementation and progress against key measures will be monitored at the monthly 3C Management Board meetings and then submitted every six weeks to the 3C Chief Executives' Board. Quarterly performance reports will be submitted to the Joint Shared Service Group (Leaders) prior to consideration by each partner at executive and scrutiny level.</p> <p>Progress updates in quarterly reports will inform the preparation of annual reports, to be submitted to the partners' decision-making bodies in <i>March 2017</i> as part of the strategic review process set out in Schedule 2 to the Partnership Agreement.</p>	
Version 0.1	Date 3Feb16

SECTION 1 – CONTEXT AND OVERVIEW *(approx. 4 sides in total)*

A. PURPOSE OF THIS DOCUMENT

This is the Business Plan for the Cambridge City and South Cambridgeshire Single Shared Waste Service, part of 3C Shared Services, for 2016/17. It describes how the shared service arrangement outlined in the approved Business Case will be delivered to ensure objectives are achieved and business benefits are realised within a robust governance framework and in the context of the partner councils' corporate plans.

The following objectives have been agreed:

- Protection of services which support the delivery of the wider policy objectives of each Council
- Creation of services that are genuinely shared between the relevant councils with those councils sharing the risks and benefits whilst having in place a robust model to control the operation and direction of the service
- Savings through reduced managements costs and economies of scale
- Increased resilience and retention of staff
- Minimise the bureaucracy involved in operating the shared service
- Opportunities to generate additional income, where appropriate
- Procurement and purchasing efficiencies
- Sharing of specialist roles which individually, are not viable in the long-term

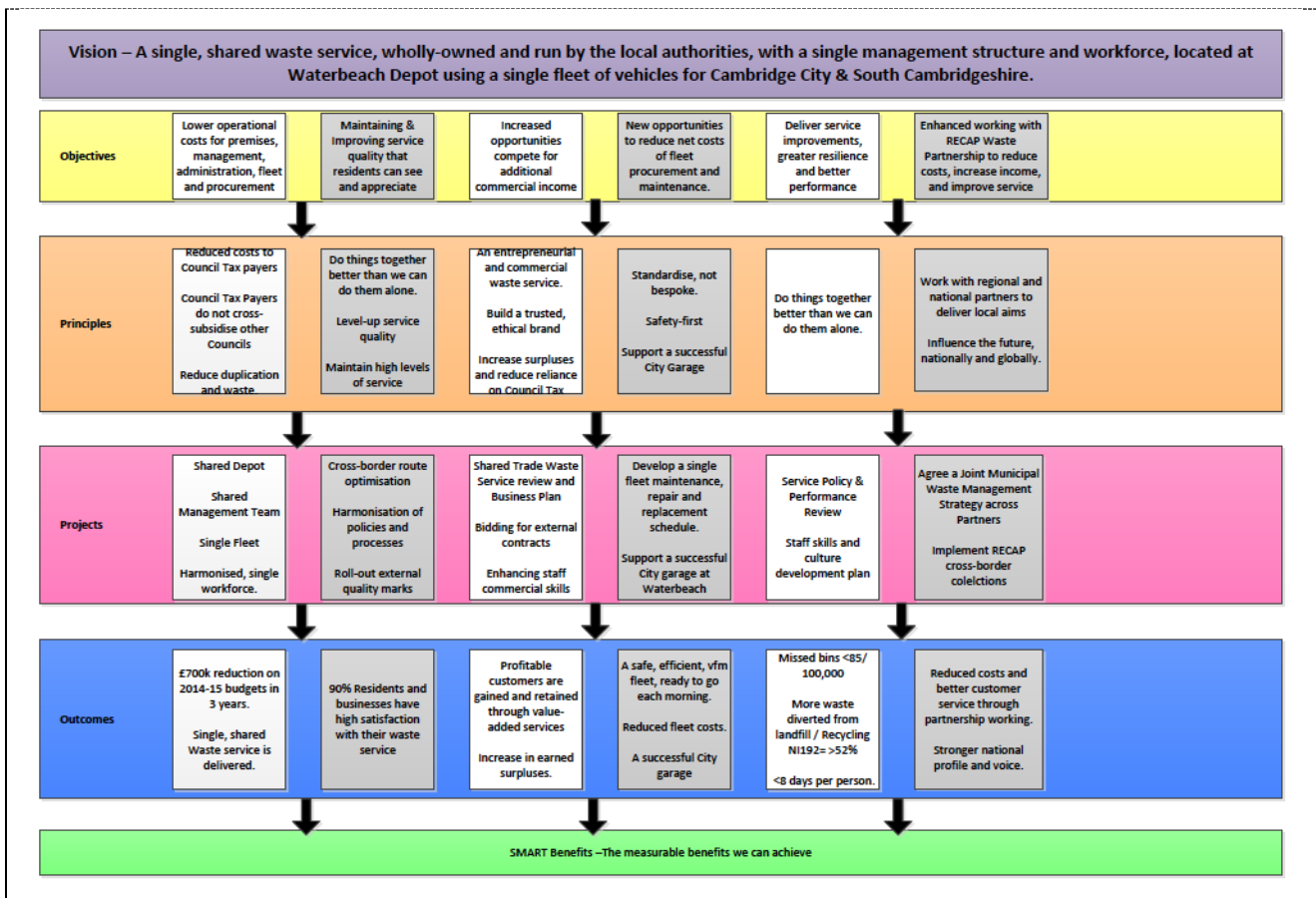
The Plan is divided into the following sections:

- Section 1: Context and Overview
- Section 2: Operational Plan (business as usual activities)
- Section 3: Development Plan (service improvement & project based activities)
- Section 4: Summary of Performance Indicators

B. DESCRIPTION OF THE SERVICE

Vision

A single shared waste service, wholly-owned and run by the local authorities, with a single management structure and workforce, located at Waterbeach Depot using a single fleet of vehicles for Cambridge City and South Cambridgeshire.



Description of the service

The Cambridge City and South Cambridgeshire Single Shared Waste Service includes:

- Domestic refuse operations, policy and management activities
- Initially, only the two Councils’ Trade waste operations
- South Cambridgeshire DC Street Cleansing service.

The Service collects recycling and waste from 125,950 households and 2,220 commercial customers across both council areas. The Service uses socio-demographic profiling information to gain insight into its customers. Appendix 2 outlines the ACORN household profile for Shared Waste Service area. This intelligence is used to shape services and develop targeted communications.

Staffing

A Shared Management Team has been created comprising of a Head of Waste, Waste Operations Manager and Waste Policy, Change and Innovation Manager. A re-organisation of waste operational and policy staff will be concluded in Spring 2016 to reflect the business needs of the Shared Waste Service. The current Organisational structure of the Service is shown in Appendix 1

A Shared Waste Board has been created to:

- oversee delivery of the Single Shared Waste Service;
- oversee performance within the budget and policy framework set by both Councils
- provide advice and recommendations on waste policy matters to both Councils; and
- deliver the Councils’ objectives.

Aims & Priorities

The key objectives of the Single Shared Waste Service are:

- lower operational costs, particularly in the areas of premises, management, administration, fleet and equipment costs;
- maintaining and improving service quality that residents can see and appreciate;
- increased opportunities to market and compete for additional business, for instance in relation to trade waste;
- new opportunities to reduce net costs in relation to fleet procurement and maintenance;
- achievement of service improvements, greater resilience and better performance, through shared knowledge and experience;
- enhanced opportunities to work with other Cambridgeshire local authorities via the RECAP Waste Partnership to reduce waste collection and disposal costs, improve income and secure service improvements.

On 9 November 2015 Cambridge City's Waste Operation co-located to the Shared Service Waterbeach Depot, joining South Cambridgeshire Waste Operations.

Collection crews and fleet for each council continue to work for their respective Councils and within their respective Council areas. It is the intention that full integration of both waste operation and policy for both Councils, where practicable, will be delivered by October 2017. Appendix presents the Draft Shared Waste Service Programme Plan, outlining timescales for implementing cross-border optimisation, joint service design/implementation, waste policy harmonisation, team re-organisation and harmonisation of staff terms and conditions.

For the Single Shared Service Team success will be delivered through the implementation of an agreed and realistic Programme Plan. The success of the Shared Service Programme will be observed (and measured) by:

- Delivery of £250k savings "in year" (Single Shared Service Outturn 2016/17)
- Growing the Single Shared Commercial Waste Service surplus by 10% over current £550K baseline (Commercial Waste Service monthly management accounts and profit and loss reports)
- Implementation of cross-border working
- Harmonisation of collection crew employment terms and conditions
- Creation of new Single Shared Waste Service Team roles
- Creation of the Single Shared Waste Service Identity
- Harmonise 'back-office' collection data systems (i.e. Webaspx, Whitespace, Contender)
- Increase in the percentage of waste diverted from landfill (% of waste diverted from landfill 2015/16)
- High level of resident satisfaction with waste and recycling collections (Annual Environmental Quality Satisfaction Survey 2016/17)
- Creation of a Shared Service Team that is proud of the Service and take pride in their work (Number of Missed Bins per 100,000, Sickness Absence Levels and Staff Survey)
- High level of satisfaction with street cleanliness – South Cambridgeshire (Annual Environmental Quality Satisfaction Survey 2016/17)

Key external stakeholders are:

- Cambridge City and South Cambridgeshire Councils residents and businesses

- RECAP Partnership (Cambridgeshire County Council, East Cambridgeshire District Council, Fenland District Council, Huntingdonshire District Council and Peterborough City Council)
- Elected Members
- Area Committees and Parish Councils
- Commercial supply-chain contractors – Amey, Pal Paper, Valpak
- Community Groups and Volunteers – Recycling Champions, Cambridge Sustainable Food, Cambridge Carbon Footprint.
- ICT System Providers – Webaspx, Contender, Whitespace
- Local Media

A stakeholder analysis and engagement strategy will be developed within the Communication Strategy for the SSWS Programme.

C. FINANCIAL OVERVIEW

	2016- 17 TOTAL £000	2016- 17 SCDC £000	2016- 17 CITY £000
<u>SINGLE SHARED WASTE MANAGEMENT SERVICE</u>			
<u>EXPENDITURE</u>			
Employee Related Expenses	5,310	2,903	2,407
Premises Related Expenses	9	2	7
Transport Related Expenses	2,244	1,579	665
Supplies and Services	608	212	396
Communications	33	33	0
Contracted Services - Waste Disposal	1,656	501	1,155
Miscellaneous	22	10	12
Capital Financing Costs	310	310	0
<u>INTERNAL CONTRACTOR COSTS</u>	10,192	5,550	4,642
Capital Financing Charges	773	336	437

TOTAL GROSS EXPENDITURE	10,965	5,886	5,079
INCOME	(5,214)	(1,835)	(3,379)
TOTAL NET EXPENDITURE (exc Support Services)	5,751	4,051	1,700
Central, Departmental and Support Services	1,276	586	690
Waterbeach Depot Recharged to Cambridge City Council (50%)		(120)	120
NET EXPENDITURE carried to	7,027	4,517	2,510
Portfolio Summary			

D. STAFFING OVERVIEW

Whilst there is a shared management team employed by South Cambridgeshire District Council, the crews continue to be employed by the individual councils.

Appendix 1 outlines the current organisational structure.

Workshops have taken place with waste policy and operational staff to identify areas of work that should ‘stop/start/carry-on’ within the Shared Service. Session feedback has informed how and what the service will need to deliver i.e. activities and projects, and the skills/capacity required to deliver business benefits. The re-organisation seeks to address skills and capacity issues within the Shared Waste Service (including specific issues below).

Skills and capacity issues

- Recruitment of HGV Bin Truck drivers – a national shortage has led to on-going vacancies. A new “grow-our-own” recruitment approach is being developed to take on new trainees.
- Commercial skills – growing our sales, marketing, business development, and cost management skills are key to growing our commercial waste offerings.
- Prioritise Health and Safety – build internal capacity to carry out Driver Assessments and supervision of crews ‘on the ground’.
- Housing growth – build internal capacity to effectively engage with all stages of the planning process.

E. LOOKING BACK

The Single Shared Waste Service has achieved the following outcomes:

- Appointed shared Waste Operation Manager and Waste Policy, Change and Innovation Manager in August 2015. Shared Head of Service for Waste will join the Service on 15 February 2016. The creation of a Shared Management Team has saved £140K.
- Co-location of Cambridge City Waste Operations and policy teams to the Shared Waste Operations Depot at Waterbeach on 9 November 2015. – saving £13K per annum.
- Greater resilience through the sharing of drivers, loaders and vehicles between Councils to manage operational continuity.
- Joint procurement of wheeled bins – lower cost per bin achieved through economies of scale
- Joint communications planning – sharing knowledge and experience to design and implement targeted behavioural change campaigns.

F. LOOKING FORWARD

The successful delivery of the Single, Shared Waste Service will deliver customer and operational efficiencies and savings that individual authorities cannot deliver on their own. Examples include reducing costs through:

1. A shared management team
2. Sharing accommodation at Waterbeach
3. Re-designing waste collection rounds across Council administrative boundaries.
4. Rationalising ICT systems and processes

There are also opportunities to increase income by combining the capacity and expertise of the two Councils' commercial trade waste operations to grow and expand this business.

Opportunities and Risks/Threats

Political

- Increasing financial pressures due to reductions in Central Government funding.
- Political policy and legislative changes at local and national level.
- Bolder decision-making and greater scope for innovation.

Economic

- Fluctuations in recyclable materials prices either increasing or decreasing costs.
- Fluctuating fuel prices either increasing or decreasing operational costs.

Environmental

- EU requirements to collect recyclable materials separately rather than co-mingled may be extended to include additional materials, such as food waste. Underpinned by increasing industry requirements for better quality recyclable materials to compete with virgin materials markets and opportunities to achieve greater income to the authorities.

Social

- Ability to meet the demand of housing growth within Cambridge City and South Cambridgeshire and opportunity through this to develop new recycling schemes e.g. underground banks.

- Residents do not use schemes as designed increasing collection and processing costs and opportunities for closer engagement with communities/policy review to improve recycling behaviours.

Technological

- Re-design of vehicles, bins and ICT to support development of optimised collection schemes.
- Development of integrated systems and software to achieve service efficiencies.

G. COMMUNICATION AND CONSULTATION

Key messages for the SSWS include:

- Reducing black-bin waste to reduce landfill environmental impacts and County disposal costs
- Re-use and reduce waste – buy what you need, re-use when you can.
- Recycle, recycle, recycle via your blue bin. Keep paper separate in South Cambs.
- Supporting community volunteering groups to keep their environment clean and litter-free
- Increasing reporting of fly-tipping, littering and dog-fouling and communicating enforcement successes
- Councils' are actively working together to reduce costs to Council Tax payers.

A Communication Plan is being developed alongside the Shared Service Programme and associated projects. The Communication Plan will include:

- Internal and external stakeholders
- Key messages to communicate and timescales
- Engagement Strategy to ensure stakeholders are involved with the design, development and delivery of the Shared Service Programme.

SECTION TWO – OPERATIONAL PLAN 2016/17

This Section sets out the “Business as Usual” priorities and the activities that Single Shared Waste Services] will undertake to deliver value-adding services to customers.

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	Priorities for the service	State where these priorities are outlined <i>(i.e. Corporate plans, ICT strategy)</i>	Actions that will deliver the priority	Outputs from the activity	Outcomes from the activity	Lead Officer
1	Collect all residents and businesses bins safely and with great customer service on the due day.		Fully staffed crews collect on safe bin lorries every day	All bins collected No health & safety issues Delivered within budget	A clean, healthy City and District, with highly satisfied residents and Councillors	Michael Parsons
2	Increase in the percentage of waste diverted from black bins & landfill / Increase quality and quantity of recyclate material in blue bins (including separate paper in South Cambs)	Corporate Plans / Joint Municipal Waste Management Strategy (JMWMS)	Effective resident and business communications and influencing; Effective enforcement	Reduced tonnage of black bin waste Less recyclate in black bins Increased comms Increased enforcement	Reduced environmental impact from waste Reduced disposal costs for County Council Increased income from recycled materials sales for SSWS Residents change their behaviours	Kylie Laws
3	High level of resident satisfaction with waste and recycling collections	Corporate Plans	All bins collected on due day; excellent customer service; excellent response to complaints	All bins collected High number of compliments for waste crews High satisfaction with complaints resolution	Residents happy with SSWS service, understand and fulfil their role in effective waste management.	Michael Parsons

4	Creation of a Shared Service Team that is proud of the Service and take pride in their work	Corporate Plans	Develop and implement a service improvement action plan, to include Investors in People changes.	Colleagues feel part of and pride in the SSWS. High staff engagement with SSWS and Councils' priorities High job satisfaction for SSWS staff	High SSWS staff pride reported High levels of customer service and resident and business satisfaction Commercial customers are gained and retained	Paul Vanston
5	High level of satisfaction with street and environment cleanliness in South Cambridgeshire.	Corporate Plan	SCDC Street Cleansing staff out each day as per plan. Support active community volunteering groups. Commission an annual trunk road litter-pick. Effective enforcement.	Streets and routes, particularly those between rural villages, and trunk road lay-bys and slips roads, are clear of litter. Flytips are collected quickly and effectively investigated and enforced.	A clean, healthy District in which residents and businesses are proud to live and work.	Michael Parsons

6	Trade Waste Service continues to grow and deliver high-levels of retained customer satisfaction	MTFS	Sales teams understand customer needs and convert profitable sales; Operational teams collect commercial bins on due day with high levels of customer care and satisfaction.	Increased number of customers at target financial margin; High levels of customer satisfaction Low levels of customer loss. Increased numbers of businesses recycling.	A clean, healthy City and District, with highly satisfied businesses, residents and Councillors. Reduced costs to Council Tax payers. Councils' MTFS targets achieved.	Paul Vanston
7	Work with RECAP waste partners to refresh the Joint Municipal Waste Strategy to reduce council tax costs, and minimise waste sent to landfill	Corporate Plans / JMWMS	Workshops with Members, communities and staff.	A refreshed JMWMS, agreed by Council partners.	Improved savings through better coordination of waste management activities across partners; improved supply-chain management; Reduced waste in black-bins and going to landfill.	Mike Hill / Paul Vanston

Priority	Performance Measures (provide a list only - target information is included in section 4)	Dependencies (ICT, Finance, Human Resources, accommodation etc)	Key risks to delivery (include how these will be mitigated)
1	% bins collected on due day & Number of Missed Bins per 100,000; number and trend of complaints; sickness absence levels; health & safety incidents, accidents and near-misses.		Increased sickness levels and absence of agency staff cover mean staff are unavailable to collect bins.
2	Percentage of waste diverted from landfill 2016/17; black, green and blue-bin tonnage trends; % recycling rate	County Council MBT plant and HWRC recycling rates.	
3	Satisfaction with waste and recycling collections Survey 2016/17; % bins collected on due day & Number of Missed Bins per 100,000; number and trend of complaints	City & SCDC customer contact centres; on-line complaint reporting systems; on-line customer survey systems; effectiveness of communications	Press coverage of problems and service changes.
4	% bins collected on due day & Number of Missed Bins per 100,000, Sickness Absence Levels and Staff Survey; Investors in People assessments	HR – assist with Staff well-being and support sickness absence monitoring	
5	Satisfaction with street cleansing in South Cambridgeshire;	Effective recruitment of drivers by Waste service to reduce use of street cleansing staff as substitutes	Bin collection is priority over street cleansing - sickness and vacancy absences in waste crews require street cleansing staff to substitute; inability to access agency cover

6	Increase in £surplus & % margin delivered by Single, Shared Trade Waste Service	Effective CRM and billing systems	Competitors in the market place; Legislative changes
7	Development and adoption of RECAP Joint Waste Management Strategy	RECAP partners	Aligning of corporate decision-making timetables across RECAP partners; national & EU legislation changes.

SECTION 3: 2016/17 SERVICE DEVELOPMENT ACTIVITIES

Guidance on completing action plan tables for service improvement work and projects

Development objective	Continue delivery of the Single Shared Waste Service Programme and achieve full service integration and savings by October 2017.	Describe the desired outcome – what will it look like when it has been achieved?	Successful implementation of cross-border working and service harmonisation.	Lead officer	<i>Paul Vanston – Head of Shared Waste Service</i>
Is this a Project? (Yes/ No) and description	<p><i>Will the work involve changes to operations, structures and processes? Yes</i> <i>Is the work temporary i.e. does it have a defined start and end? Yes</i> <i>Is the work unique? Yes</i> <i>Will the work give rise to uncertainties and opportunities over and above those typically encountered in the course of business as usual? Yes</i> This is a Programme comprising multiple projects.</p>				
Business Benefits			How will it be measured?		
<i>Identify each business benefit (to customers, stakeholders and/or 3C strategic partners) and explain how each will contribute to the delivery of corporate and service objectives and will add value to core activities identified in Section 2 above.</i>			<i>All benefits must be measurable, either in financial or non-financial terms. Common measurements include savings or returns on investment, customer satisfaction and staff morale. Identify specific KPIs to include in Section 4 below.</i>		
1. Delivery of £250k savings “in year”			Single Shared Service Outturn 2016/17		
2. High level of resident satisfaction with waste and recycling collections			% satisfied with waste and recycling collections 2016/17		
3. High level of completed collections.			% bins collected on due day & Missed bin collections per 100,00		
4. High level of satisfaction with street cleanliness (South Cambridgeshire)			Percentage satisfied with street cleansing (2016/17)		
5. A Team that is proud of the Service and take pride in their work			Staff survey results / Sickness absence figures		

Outputs & products	Resources	Responsible Officer	Target delivery date
<ul style="list-style-type: none"> • Re- modelled collection rounds • Shared Team structure • Harmonisation Ts & Cs • Aligned Policies • Aligned Services 	Led by Shared Waste Programme Manager with support from dedicated HR Support and ICT.	Paul Vanston – Head of Waste	October 2017
Key risks	<ul style="list-style-type: none"> • ICT system • Culture • Skills and Capacity of the Team • Strategic Shared Service Risks – see above 		

For further information and guidance on completing Service Plans, contact [\[Shared Service Programme Office\]](#)

Development objective	Implementation of the Single Shared Commercial Waste Service to increase commercial waste income	Describe the desired outcome – what will it look like when it has been achieved?	Growing the Single Shared Commercial Waste Service surplus year-on-year by 10% over current £550k baseline.	Lead officer	<i>Paul Vanston – Head of Shared Waste Service</i>
Is this a Project? (Yes/ No) and description	<i>Will the work involve changes to operations, structures and processes? Yes Is the work temporary i.e. does it have a defined start and end? Yes Is the work unique? Yes Will the work give rise to uncertainties and opportunities over and above those typically encountered in the course of business as usual? Yes This is a project.</i>				
Business Benefits			How will it be measured?		
<i>Identify each business benefit (to customers, stakeholders and/or 3C strategic partners) and explain how each will contribute to the delivery of corporate and service objectives and will add value to core activities identified in Section 2 above.</i>			<i>All benefits must be measurable, either in financial or non-financial terms. Common measurements include savings or returns on investment, customer satisfaction and staff morale. Identify specific KPIs to include in Section 4 below.</i>		
1. Delivery of a 10% surplus over current £550 baseline			Commercial Waste Service monthly management accounts and profit and loss reports		
2. Reduced costs through re-modelled collection rounds			Reduced operational costs		
3. Improved commercial skills amongst staff			Increased profitable contracts, customer retention and budget surplus		
4. Increased profitable customer retention			Increased profitable contracts, customer retention and budget surplus		
Outputs & products	Resources	Responsible Officer	Target delivery date		
<ul style="list-style-type: none"> • Re- modelled commercial collection rounds • Shared Commercial Waste Team structure • Services harmonisation • Service branding/identity 	Led by Shared Waste Programme Manager with support from dedicated HR Support and ICT.	Paul Vanston- Head of Waste	April 2017 (provisional)		

(this table should be copied and completed for each service development objective)

SECTION 3B: SUMMARY OF SERVICE DEVELOPMENT OBJECTIVES

Copy the objectives directly from the action plan tables into this summary table so that there is an easy reference guide to the main objectives of the service.

Service Ref No:	Service Objective and Outcome plus links to partnership objectives, relevant strategies and plans (<i>i.e. what do we want to achieve and why are we doing it?</i>)	Lead Officer
SSWS 1	Continue delivery of the Single Shared Waste Service Programme and achieve full service integration and savings by October 2017:	Paul Vanston
	<ul style="list-style-type: none"> • Re- modelled collection rounds • Shared Team structure • Harmonisation Ts & Cs • Aligned Policies • Aligned Services 	
SSWS 2	Implementation of the Single Shared Commercial Waste Service to increase commercial waste income	Paul Vanston
	<ul style="list-style-type: none"> • Re- modelled commercial collection rounds • Shared Commercial Waste Team structure • Services harmonisation • Service branding/identity 	

SECTION 4 – KEY PERFORMANCE INDICATORS (KPIs)

Organisational, Service and Corporate Plan Performance Indicators

The table below should list organisational performance indicators (KPIs) applying to the service, key PIs from the action plan in section 2A and any PIs from partners' Corporate Plans that this Service is responsible for reporting against.

KPI Reference and Description	Reporting frequency	2015/16 Target	2015/16 Final Outturn	2016/17 Target	2016/17 Year End Estimate
Key Service PIs (to be selected from the action plan at section 2A)					
% Long and short term sickness levels	Monthly	New KPI		City – 8% SCDC – 6% ¹	
% sickness absence return to work interviews undertaken as per policy	Monthly	New KPI		100%	
Commercial Waste Service Budget Surplus and % margin (plus others to be developed)	Monthly	New KPI		Commercially sensitive	
Compliments received & successes delivered	Monthly	New KPI		100%	
% complaints responded to & resolved within corporate policy timescales	Monthly	New KPI		100%	
% of household waste recycled, composted or recycled (NI192)	Monthly	City – 45.3% SCDC – 58%	City – 44.5% SCDC – 59.9%	City – 46.2% SCDC – 59%	
Residual waste per household (kg)	Monthly	New KPI		TBC	
Satisfaction with Street Cleanliness	Annually	New KPI		TBC	
Corporate Plan KPIs (all PIs in the Corporate Plan that your service is responsible for should be listed here)					
% of waste diverted from landfill	Monthly	New KPI		TBC	
Missed bins per 100K (% bins collected on due day) ²	Monthly	City – 30 SCDC – 50	City – 34.3 SCDC – 73.2 ³	TBC	
Satisfaction with waste and recycling collections (South Cambs only)	Annually	SCDC – 90%	⁴	SCDC- 90%	

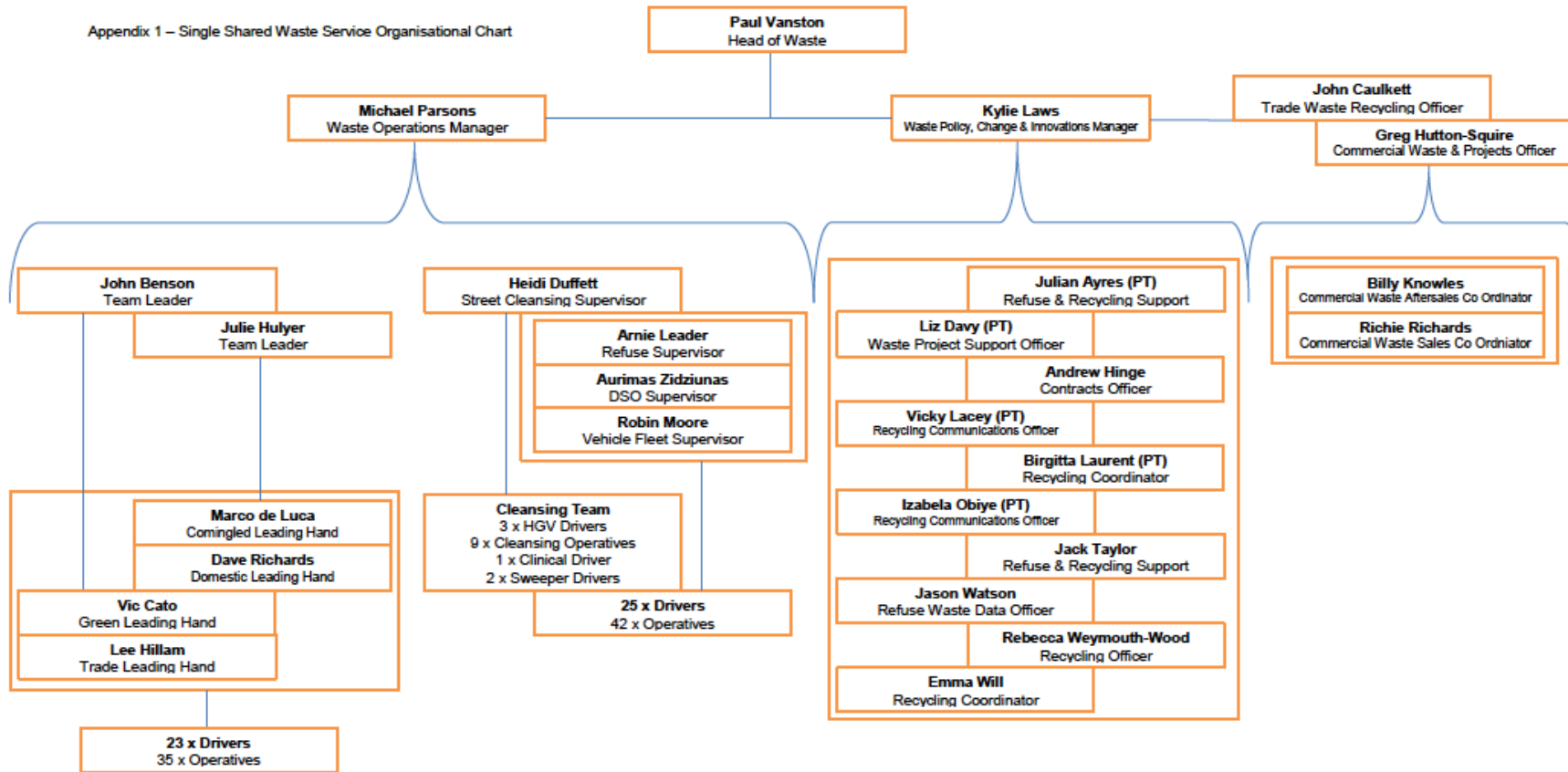
¹ South Cambridgeshire Short Term Sickness Figure – 4%

² Lead Councillors to agree appropriate measure for missed bins in 2016/17

³ Figure represents April – Dec 15

⁴ 2015/16 Satisfaction Survey being conducted – results available April 2016.

Appendix 1 – Single Shared Waste Service Organisational Chart



Appendix 2 - Single Shared Waste Service – Customer Profile

Cambridge City and South Cambridgeshire use ACORN classification to profile residents and develop targeted methods to communicate service information and encourage behaviours that maximise diversion from landfill. ACORN stands for ‘A Classification of Residential Neighbourhoods’ and is a three-tier taxonomic classification scheme developed by the consumer research agency CACI. The table below shows a simple verbal description for the five principal ACORN Categories 1 to 5, and the 17 subsidiary ACORN Groups organised within the five primary Categories.

The waste generating characteristics of the five principal Categories are then described in detail based on M·E·L Research’s specialist handsorting compositional analysis technique for residual and recyclable waste typically found to be generated by households in each ACORN Category.

ACORN Categories	Cambridge City		South Cambridgeshire	
	Profile	Diversion from landfill	Profile	Diversion from landfill
1 - Affluent Achievers	7.1%		55.1%	62.5%
2 - Urban Prosperity	49.7%		4.3%	
3 - Comfortably Off	18.1%		31.2%	54.3%
4 - Modest Means	3.5%		2.2%	
5 - Hard Pressed	20.7%		6.7%	44.7%
Unclassified	0.9%		0.5%	

Acorn 1 ‘Affluent Achievers’

The UK national average for this Acorn Category is 23.3%. These householders are the most affluent. They are described as: Wealthy Executives; Flourishing Families and Affluent Greys (mature couples). Generally the Affluent Greys are the best recyclers as they have the time and lifestyle to be involved in environmental projects.

The waste from Acorn 1 households is rich in newspapers and magazines; they often have two newspapers daily, they may work from home producing a great deal more recyclable paper. They also dispose of large quantities of non-recyclable but compostable paper e.g. kitchen roll. They eat large amounts of fresh fruit and vegetables and so often have a great deal of kitchen compostable waste e.g. vegetable peelings, they have large gardens and often do not home compost, sometimes the gardener takes it away. Making use of cling film and the freezer they waste very little food. The majority of their glass containers are green and mainly wine bottles. They buy very little packaged food e.g. bottled and canned food. Compared to other Acorn categories they have very few drink bottles opting for fruit juice in cartons rather than squash or fizzy drinks. Their waste is rich in recyclable material, but, aside from the Affluent Greys, they are often not the best recyclers.

Acorn 2 ‘Urban Prosperity’

Acorn 2 households make up 13.3% of UK households. This category is divided into three broad Groups: Prosperous Professionals; Educated Urbanites and Aspiring Singles.

These households are best summed up as city dwellers often broadsheet newspaper readers couples or singles they can be extremely affluent or poor and idealistic. Prosperous Professional and Aspiring Singles are unsettled households and they often have the least space in their homes for storing recycling, if they even remember what the system is.

Acorn 2 households often do not dispose of great weights of waste. They eat out a lot or don't eat well at all. Waste can be typified by instant meal for one packaging and other convenience packaged foods. If they have gardens they are small and low maintenance with decking and pebbles rather than grass and weeds.

Acorn 3 'Comfortably Off'

There are two distinct ends for this Acorn Category. Firstly, the retired couples. These households usually produce the least amount of waste and they are very good at recycling. They have good participation rates and will put as much as they can into the scheme. You will lose some recyclables to their re-use schemes i.e. they wrap their vegetable peelings in newspaper, take the magazines to the doctor's surgery and use plastic bottles to cover seedlings.

The other end of the Acorn 3 Category involves children, and households with children produce a lot of waste. Crisp packets, fizzy drink bottles discarded toys and clothes – these parents are comfortably off and are happy to please their children. They can be disinterested recyclers. They are comfortable so they are open to other issues, but they have worked hard to get where they are and often feel it is not their job to separate materials for recycling. The average for the UK is 28.1%.

Acorn 4 'Moderate Means'

The UK average for 'moderate means' households is 13.2%. These households are often seen to dispose of the greatest amounts of waste. Participation in Kerbside recycling schemes is similar to the Acorn 2 households but with fewer newspapers, magazines and even less garden waste. Despite the large amounts of potentially recyclable material in their waste it is difficult to persuade these households to recycle. Green issues are often afforded a low priority in their lives; as such schemes to improve recycling have to be aimed at something more real to them i.e. linked to neighbourhood improvements, particularly for children.

Acorn 5 'Hard Pressed'

These are the least affluent households and often the worst recyclers, although they also have the least amount of waste that could be described as potentially recyclable. The opposite of an Acorn 1, these households dispose of a lot of clear glass, food and drink cans and PET fizzy drink bottles. They buy less expensive food products, often with shortened shelf lives or buy one get one free which results in large quantities of kitchen waste both cooked and prepared and raw fruit and vegetables.

The 'Struggling Families' often produce the greatest weight of waste and will often produce the largest amount of contamination in the recycling. The national average for this type of household is 21.7%.

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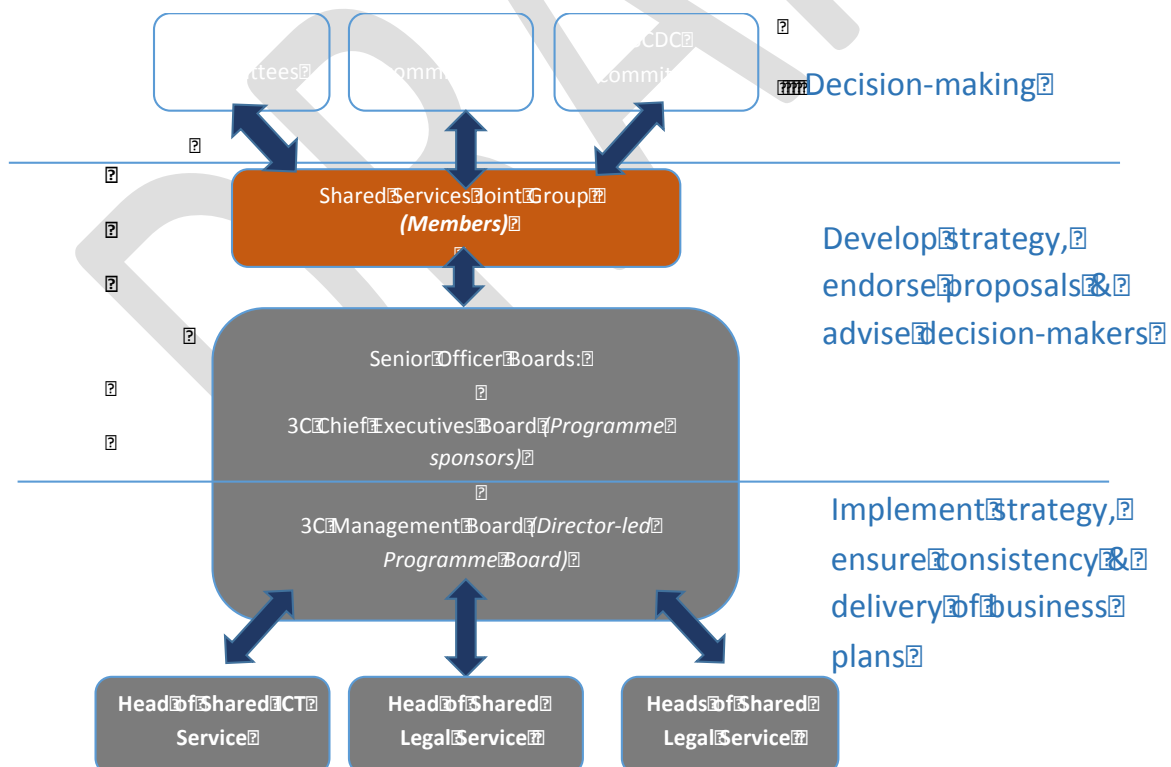
Shared Services Joint Group Terms of Reference

South Cambridgeshire District Council (SCDC), Huntingdonshire District Council (HDC) and Cambridge City Council (CCC), have formally agreed to establish a partnership in order to take forward a number of shared services in a phased manner.

The aim of the shared services is to protect key services and build resilience whilst retaining local control and sovereignty for the three councils.

The three councils will therefore remain as separate entities and maintain their own decision-making routes. The partnership will therefore be developed on an equitable basis, recognising that each authority has strengths in particular services but that each also faces specific challenges.

The governance structure as outlined in the Partnership Agreement and the diagram below, will include a Member Joint Group, a senior officer Partnership Board and a Management Board led by Corporate Directors.



Guiding Principles of shared working

The Councils will:

- Work in a way that encourages mutual respect, openness and trust
- Commit to the successful achievement of the shared services
- Operate in a transparent and clearly accountable manner
- Share investment costs and benefits gained, proportionate to their budget contribution
- Work constructively together to manage key strategic risks
- Adopt the necessary internal changes to enable them to work effectively with the new Shared Service organisation
- Undertake to resolve any conflicts through appropriate governance arrangements with a view to maintaining strong relationships
- Be governed by the Partnership Agreement that forms the basis of clear, binding, contractual arrangements between partner councils
- Develop a framework for service charging, service levels and customer compliance

1. Parties

Cambridge City Council
Huntingdonshire District Council
South Cambridgeshire District Council

2. Status

The Shared Services Joint Group has been established by Cambridge City Council, Huntingdonshire District Council and South Cambridgeshire District Council. It is a Joint Group of the three Councils, established under section 102(4), Local Government Act, 1972.

3. Membership

Three elected members (the Leaders of each partner Council or their nominated substitute). The Leaders may, by mutual agreement, invite other members to attend the Joint Group.

4. Functions of the Joint Group

4.1 The Joint Group is established to provide strategic direction and leadership to the shared services in line with the agreed principles of operation and the approved business plans and budgets. It will also consider proposals for future shared services, in line with each council's corporate frameworks before making recommendations to each partner Council.

4.2 In addition, it will provide advice, oversight and challenge with regards to the shared services' performance against the approved business plans and budgets.

- 4.2 The Joint Group is an informal body and does not have any delegated powers or discharge of functions and powers. It is an advisory body to the three Councils only and will endeavour to reach a consensus on the issues that it advises upon.
- 4.3 The Joint Group, operating in a consensual manner, will review and recommend the proposed budget and business plan for each shared service on an annual basis and make recommendations to each partner Council as appropriate.
- 4.4 The Joint Group will consider quarterly performance reports, financial reports and risks against the approved budget and business plan for each shared service, with reports or recommendations submitted to each partner Council as appropriate.
- 4.6 Each partner Council's respective Overview and Scrutiny functions will continue to have responsibility for scrutinising their own Council's role in the shared services' arrangement. The Joint Group could recommend to a particular Council that its Overview and Scrutiny function considers particular issues that may occur in respect of a specific shared service.

5. Professional and administrative support

- 5.1 Committee management and administrative support to the Joint Group will be provided by the council to which the current Chairman belongs.
- 5.2 Other professional support will be provided to the Joint Group on an ad hoc basis as agreed between the three Councils.

6. Standing Orders

- 6.1 The Joint Group will be governed by the Standing Orders set out in Annex A attached to these Terms of Reference.

7. Costs

- 7.1 The three Councils will each bear its own costs in relation to the operation of the Joint Group.
- 7.2 However, should the Chairman continue into a second year as Chairman, the costs for the administration of the Joint Group are to be borne by all three councils equally, until there is a change of Chairman.

Shared Services Joint Group

Standing Orders

1. Membership

- 1.1 The Joint Group will have a membership of three, comprising the Leader of each partner Council.

2. Alternate or substitute members

- 2.1 Each Leader will be entitled to appoint an alternative or substitute member who may act in all aspects as a member of the Joint Group in their absence.

3. Term of office

- 3.1 The term of office of members from the three Councils shall end:
- if rescinded by the appointing Council; or
 - if the member ceases to be a member of the appointing Council.

4. Appointment of Chairman

- 4.1 The Joint Group will appoint a Chairman at its first meeting and thereafter annually at the first meeting following the Annual Meetings of the three Councils.
- 4.2 The principle of rotating the role of Chairman between the three partner Councils on an annual basis will be followed, unless the Joint Group unanimously votes to re-elect the current Chairman for a further term of office.

5. Quorum

- 5.1 The quorum for meetings of the Joint Group will be three members.
- 5.2 If there is no quorum at the published start time for the meeting, a period of ten minutes will be allowed, or longer, at the Chairman's, discretion. If there remains no quorum at the expiry of this period, the meeting will be declared null and void.
- 5.3 If there is no quorum at any stage during a meeting, the Chairman will adjourn the meeting for a period of ten minutes, or longer, at their discretion. If there remains no quorum at the expiry of this period, the meeting will be closed and the remaining items will be declared null and void.

6. Member conduct

6.1 Joint Advisory Board members shall be bound by the Code of Conduct of their nominating authority.

7. Notice of and summons to meetings

7.1 Notice will be given to the public of the time and place of any meeting of the Joint Group in accordance with the Access to Information rules of the current administering authority.

7.2 At least five clear working days before a meeting, a copy of the agenda and associated papers will be sent to every member of the Joint Group. The agenda will give the date, time and place of each meeting and specify the business to be transacted, and will be accompanied by such details as are available.

8. Meeting frequency

8.1 The Joint Group may set its own timetable for meetings but will initially meet quarterly.

9. Participation at Joint Group meetings by elected Members of partner Councils

9.1 At the discretion of the Chairman, other elected members of the three partner Councils may be entitled to speak and participate at meetings of the Joint Group.

10. Questions by elected Members of partner Councils

10.1 At the discretion of the Chairman, elected Members of partner district Councils may ask questions relating to the business of the Shared Services Joint Group. This standard protocol is to be observed:

- (a) notice of the question should be given to the Democratic Services team at the current administering authority by 10am the day before the meeting;
- (b) questioners will not be permitted to raise the competence or performance of a member, officer or representative of any partner on the Joint Assembly, nor any matter involving exempt information (normally considered as 'confidential');
- (c) questioners cannot make any abusive or defamatory comments;
- (d) if any clarification of what the questioner has said is required, the Chairman will have the discretion to allow other members to ask questions;
- (f) no more than 20 minutes at the beginning of each meeting will be permitted for questions
- (g) individual questioners will be permitted to speak for a maximum of three minutes;
- (h) in the event of questions considered by the Chairman as duplicating one another, it may be necessary for a spokesperson to be nominated to put forward the question on behalf of other questioners. If a spokesperson cannot be nominated or agreed, the questioner of the first such question received will be entitled to put forward their question.

11. Minutes

11.1 The Chairman will sign the minutes of the proceedings at the next suitable meeting. The Chairman will move that the minutes of the previous meeting be signed as a correct record. The only part of the minutes that can be discussed is their accuracy.

12. Exclusion of the public and press

12.1 Members of the public and press may be excluded from meetings in accordance with the Access to Information rules of the current administering authority, with regard to the consideration of exempt or confidential information.

13. Recording of proceedings

13.1 The recording in any format of meetings of the Joint Group is permitted, except:

- where the Chairman, or person presiding the meeting, rules that filming is being undertaken in such a way that is disruptive or distracting to the good order and conduct of the meeting;
- where the public have been excluded from the meeting in accordance with the Access to Information rules of the current administering authority during the consideration of exempt or confidential information.

14. Disturbance by public

14.1 If a member of the public interrupts proceedings, the Chairman, or person presiding the meeting, will warn the person concerned. If they continue to interrupt, the Chairman will order their removal from the meeting room.

14.2 If there is a general disturbance in any part of the meeting room open to the public, the Chairman, or person presiding the meeting, may call for that part to be cleared.

14.3 If there is a general disturbance making orderly business impossible, the Chairman, or person presiding the meeting, may adjourn the meeting for as long as he or she thinks is necessary.

15. Interpretation of Standing Orders

15.1 The ruling of the Chairman of the Joint Group as to the application of these Standing Orders shall be final.

16. Suspension of Standing Orders

16.1 Any of these Standing Orders may, as far as is lawful, be suspended by motion passed unanimously by those entitled to vote.

Report To: Overview and Scrutiny Committee
Lead Officer: Planning and New Communities Director

7 April 2016

Planning Performance and Progress in Service Improvements

Purpose

1. To update the Scrutiny and Overview Committee on performance and service improvement within the Development Management Service.
2. This is not a key decision.

Recommendations

3. It is recommended that the committee notes Quarter 4 2015 performance and proposed service improvement measures for the Development Management Service.

Reasons for Recommendations

4. Members need to be aware of the challenges facing the Development Management Service and the improvements that are being put in place to achieve an excellent Service.

Performance

5. The summary of performance figures for the last quarter in 2015 is included in **Appendix 1**, these show an improvement over this period. Performance was last reported in August 2015, this report outlines progress made in service improvement subsequently and planned improvements for the next 6 months. These improvements are essential in supporting the team in achieving required growth in performance moving forward.

Laying a solid foundation for Service Improvement

6. Looking back to the previous Planning Portfolio report (August 2015) on Performance 2014/15 and Progress In Service Improvements. Planning application volumes and complexity of cases have remained high as a combination of local demand and the 5 year land supply referenced, in paragraph 17 of the August 2015 report.
7. Conversely the measures, which have been put in place over the past year, have laid a solid foundation to support our ambition for a high performing planning service. We have now started to yield improvements in our performance (evidenced in **Appendix 1**).

Technical Support Team and Validation

8. Following the Review of the Department's Support Service in 2014/5, the new Technical Support team including the Team leader Technical Support Officer post was implemented between June 2015 and September 2015. This has now enabled application validation to be undertaken by this team freeing up planning officer time to focus on assessment of applications. It will also help improve consistency in validation, to the benefit of applicants.
9. The transition of validation to the Technical Support Team has been well managed, and the team are currently engaged in a phased training plan. We have also benefitted from outsourcing elements of validation to Uttlesford District Council, which has freed up time to prepare, deliver and engage in training. We have over the last two months experienced a short term increase in time taken to process validation of applications. We have communicated this to applicants and both planners and the technical support team have made commendable progress in getting new applications determined in time. The team agreed a target of 5 days for validating new applications by end of February 2016.

System Improvement

10. A further feature of the Support Services Review was the creation of a System Support Lead officer post, implemented in July 2015. The upgrade to a new build of the Service System APAS, in addition to delivering a hosted environment was completed by October 2015. These improvements will provide the necessary infrastructure to support further ICT improvements for the Service area and our new ways of working.
11. The system upgrades did affect performance and created a short-term backlog in processing applications for a period last year. This was difficult to avoid, as the System was down for 10 days in October 2015. However on going commitment from the team, management and effective communication helped minimise impact on customers.

Team and staffing

12. The position regarding recruitment has also changed since the August 2015 report; at this time we had a number of vacancies and a number of agency staff covering some of these posts. Recruitment subsequently has been largely successful and will provide continuity for the team moving forward. These include a Head of Development Management in November 2015, which will strengthen Service leadership and drive forward the Director's ambition for excellent service across all areas of the Planning department.
13. Also in November 2015 five project officers were appointed across the Directorate, three of which are in Development Management. The post holders were recruited within a "grow your own" staff development initiative, which was introduced to

respond to a recognised shortage in planners. Their training and development plans will include a period of experience in all of the Planning sections in the department so they have an exposure to the other aspects of planning including New Communities, the Consultancy team and Local Plans.

14. We have also recruited to two senior planner posts within the Service and are currently only holding one vacancy for a principal planner post, which we are actively working on recruiting to.

Looking to the future

15. We are encouraged by growth in performance (see **Appendix 1**) and are confident that our improvement programme will continue to grow the success of our service both quantitatively and qualitatively.
16. We have been developing new processes, which with the new Build implemented, we can now adapt our ICT system to manage workflow. The application processes are being redesigned to make them efficient as possible. This will enable us to spend more time on assessment of proposals, including at pre-application stage and increasing effective engagement with partners and the community. We are aiming to have improvements in place for all types of applications and the team trained in a consistent approach by May 2016. Meanwhile we are actively identifying and managing significant and complex cases, including a forward plan for committee. A review of the scheme of delegation was undertaken in March 2016.

Project Management Approach

17. Drawing on best practice across our department on project managing applications, such as Planning Performance Agreements and successful pre-application engagement with parishes, our partners and the public. We have set up a project to look at how we can use our experience to develop project management frameworks to increase emphasis on delivery, taking sites from inception stage through to delivery. As part of this we are developing category management of areas with high development activity. We will be implementing changes and training staff within the next 6 months.

Performance Management

18. We are embedding a bottom up and top down approach to performance management, which continues to draw lessons learnt from complaints and compliments and well as from how officers process cases. All staff have objectives and training agreed as part of the Corporate process, these are regularly reviewed at monthly 1 to 1s. In addition a project has been set up to review departmental training, supporting officers in making qualitative assessments of applications.
19. We have met with the PAS (Planning Advisory Service), who has agreed to work with us to implement their Quality Framework which seeks to measure the quality and

effectiveness of processing decisions as well as benchmarking with relevant high performing planning authorities.

20. Finally, we have recruited a temporary resource to manage and close down out of time applications by July 2016. This will also identify any further lessons learned, which we will seek to address in order to minimise delays in processing applications in the future.

Six Month Forward Plan for improvement

21. In summary the timeframe for improvements are as follows:

Measure	Target timeframe
Validation within 5 days	End February 2016
Scheme of Delegation	March 2016
PAS quality framework and benchmarking	April 2016
New application process and System workflow and improvements	May 2016
Implementing best practice project management for significant sites including Development Delivery Agreements	June 2016
Closure of out of time applications	July 2016

Implications

22. In the writing of this report, taking into account financial, legal, staffing, risk management, equality and diversity, climate change, community safety and any other key issues, the following implications have been considered: -

Financial

23. The costs are contained within budgeted resources for this financial year.

Legal

24. There are no specific legal implications arising from this report.

Staffing

25. All improvements to process and working arrangements are being made with involvement of staff and training will be included as an integral part of implementation.

Risk Management

26. Whilst improvement has improvement in the last quarter there is still room for further improvement, the measured outlined above to be implemented in the next 6 months are essential to enable the team to build on what have recently been achieved.

Equality and Diversity

27. The recruitment campaign and working arrangements allow for full flexibility to meet specific requirements of current staff and candidates.

Climate Change

28. No specific implications.

Effect on Strategic Aims

29. The recommendation seek to achieve the Council's three A's

Background Papers - None

Report Author: Julie Baird – Head of Development Management
Telephone: (01954) 713144

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Summary of Performance statistics October to December 2015

Table 1.0 Percentage of applications processed “in time” by application type each month

Month	Major	Major Small	Minor	Others
Oct	100% (1)	35% (4)	35% (45)	53% (98)
Nov	0% (1)	0% (4)	43% (46)	38% (99)
Dec	100% (2)	50% (6)	77% (31)	73 % (97)

Table 2.0 Total on hand applications with officers each month

Oct	592
Nov	560
Dec	545

Table 3.0 Total applications made valid and determined per month

	Valid	Determined
Oct	156	169
Nov	122	164
Dec	117	151

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Agenda Item 7



South
Cambridgeshire
District Council

Report To: Scrutiny and Overview Committee
Lead Officer: Executive Director (Corporate Services)

7 April 2016

CORPORATE PLAN OUTCOMES AND KEY PERFORMANCE INDICATORS FOR 2016-2017

Purpose

1. To consider a suite of Key Performance Indicators (KPI) of organisational health for 2016-2017, aligned with the Corporate Plan 2016-2021.

Recommendations

2. That Scrutiny and Overview Committee consider, and subject to Committee feedback, recommend the Leader of the Council to approve:
 - (a) Key Performance Indicators for 2016-2017 set out in **Appendix A**,
 - (b) Corporate Plan Outcome Measures at **Appendix B** identifying, for each action, what success looks like and how this will be measured.

Reasons for Recommendations

3. The identification and agreement of a 'basket' of KPI's provides ownership and transparency and will enable the Council to manage performance to monitor progress towards Corporate Plan delivery and enable continued service improvement.

Background

4. The new Corporate Plan, adopted by Council on 25 February 2016, identified indicative subject areas for performance measurement. The plan specified that key performance indicators, and other outcome measures, would be developed by EMT in consultation with Portfolio Holders, and submitted to Members for subsequent consideration. This report reflects the outcomes from this work.

Considerations – Key Performance Indicators for 2016-2017

5. The Committee is invited to consider and comment upon the proposed suite of KPI's set out in **Appendix A** attached. The suite includes the following changes from 2015-16, brought forward following discussions with directorates, to ensure that indicators continue to reflect the council's corporate objectives and that valuable data is produced to support council-wide service improvement. The table provides brief commentary on the objective and rationale for each indicator. A full summary of 2015-16 performance against current indicators will be set out in the year-end Position Report, to be submitted in July 2016:

Corporate and Customer Services Portfolio

- (a) **Replacement of ‘% of calls to the contact centre that are answered within 2 minutes’ with ‘Average call answer time’:**
Throughout 2015-16 BT has been unable to arrange for the provision of the raw data required to report ‘% of calls to the contact centre that are answered within 2 minutes’. In its absence, ‘Average call answer time’ has been reported as an alternative means of measurement for which data is produced as part of normal four-weekly reports. In providing an average, this measure provides only partial detail; however, taken together with other customer contact measures around the % of calls to the contact centre not abandoned and the introduction of new service-level Performance Indicators relating to the Digital by Default initiative, a wider overview of performance in this area is provided. EMT may decide that Average call answer time is not of strategic importance and should be re-designated as a Local PI.
- (b) **New KPIs for ‘number of completed E-forms received’ and ‘% of website survey respondents who rated the page being viewed as good’:**
To provide evidence of progress towards ‘Digital by Default’ and the ‘Innovative and Dynamic Organisation’ Corporate Objective, particularly when viewed in conjunction with newly created Local (service-level) PIs around contact centre call numbers and the monitoring of channel shifts. The second of these proposed KPIs is subject to availability of cost-effective survey tools.
- (c) **A new KPI for ‘% of complaints responded to within deadline’:**
The corporate target of 80% of complaints being responded to within target timescale (10 working days for Stage 1 and 20 working days for Stage 2 complaints) has not been met during 2015-2016. The proposed KPI would increase visibility and scrutiny of the council’s complaints handling processes in an attempt to drive improved performance, linking to the ‘Innovative and Dynamic Organisation’ Corporate Objective. This KPI would add to existing Local PIs detailing ‘% of complaints responded to within deadline’ broken down by directorate.

Environmental Services Portfolio

- (d) **Replacement of ‘number of missed bins per 100,000 collections of household waste’ with ‘number of missed bin collections per 1,000 bins’, or ‘number of ‘on-time’ bin collections per 1,000 bins’ (wording tbc):**
The proposed KPI would provide a more easily understandable and proportionate representation of performance, equating approximately to one collection round. Previous year’s performance data already exists against which to draw comparisons. Target will remain at the existing level, while the intervention point has been altered to better reflect what is considered to be cause for concern respectively. This PI will also be presented as % of bin collections collected on time within the contextual information that accompanies the KPI report each month.

Finance and Staffing Portfolio

- (e) **Replacement of ‘% of HB overpayments recovered as a proportion of overpaid Housing Benefit deemed recoverable’ with ‘% Discretionary Housing grant spent’:**
Having promoted ‘% of HB overpayments recovered as a proportion of overpaid Housing Benefit deemed recoverable’ from Local PI status to KPI during 2015-16, its inclusion within the suite of KPIs has been of limited value, with uncontrollable contributing factors, such as nationally set overpayment recovery rates. It’s therefore proposed that the indicator is reinstated as a Local PI (remaining easily accessible through the council’s developing Performance Management dashboards), and that ‘% Discretionary Housing grant spent’ is promoted from Local PI to KPI in its place, reflecting the growing need to monitor Homelessness mitigation activities in response to increased risk from Welfare Reform and Homelessness.
- (f) **New KPI providing details of ‘Financial return to council from Ermine Street Housing’:**
Reflecting the importance of a successful Ermine Street Housing in contributing towards the ‘Innovative and Dynamic Organisation’ and ‘Homes for our Future’ Corporate Objectives. Exact details of the KPI, including Target and Intervention are to be established through further discussion with the Housing Finance team, however initial discussions have confirmed that although the payment of returns occur on a six monthly basis, reporting will take place quarterly, providing details of the size of the return accrued by the end of the quarter.

Housing Portfolio

- (g) **Removal of ‘number of council new-build homes started on site’:**
Changes to national housing policy during 2015-16 have resulted in SCDC’s council homes building programme being significantly curtailed. Due to the reduced number of council new-build homes expected, this PI is unlikely to provide significant insight into progress towards the ‘Homes for the Future’ Corporate Objective during 2016-17.
- (h) **Replacement of ‘number of affordable homes started on site on exception sites’ with a KPI to be developed by Planning Policy in collaboration with Housing Strategy, details of which to be confirmed at a later date:**
This KPI was introduced at the start of 2015-16 as a replacement for ‘number of affordable homes completed’, which fell largely outside of the council’s control. During the course of the year it has been found that this PI does not reflect the ongoing work to bring exception sites forward or take into account development brought forward under the lack of a 5 year land supply. As such, the Head of Housing Strategy is liaising with Planning Policy to formulate update reports to EMT that measure the council’s contribution towards the ‘Homes for the Future’ Corporate Objective and the 1,000 additional homes through the City Deal. Once developed, this report will inform the selection of the replacement KPI.
- (i) **New KPI detailing ‘number of Housing Advice caseload’:**
Providing additional perspective to the existing ‘number of homelessness preventions’ KPI, reflecting the high level of risk that homelessness poses. This new KPI will provide an indication of demand whilst reflecting success

rates when viewed in conjunction with the 'number of homelessness preventions' KPI. Target and Intervention levels still to be identified in collaboration with the Housing Advice team. The introduction of this KPI is subject to the data being available through the new IT system; however this is considered to be achievable.

- (j) **New KPI detailing 'Bed and Breakfast spend':**
Providing additional perspective to the existing 'number of households in temporary accommodation KPI', reflecting the high level of risk that homelessness poses and enabling the monitoring of the most costly form of temporary accommodation. Target and Intervention levels still to be identified in collaboration with the Housing Advice team.

Planning / Strategic Planning and Transportation Portfolio

- (k) **New KPI detailing '% of Development Delivery Agreements which are on target':**
This indicator provides focus on Development Delivery Agreements, which set negotiated targets for key major development milestones, incorporating determination and subsequent delivery of new homes and associated community facilities. This aligns to Corporate Plan objectives to meet or exceed the desired pace of housing delivery, and to ensure new communities provide thriving, healthy, safe and attractive places to live.

Considerations – Development Performance Indicators for 2016-17

- 6. During the process of PI review, discussion has taken place with service areas around the need for a range of new PIs to be developed and trialled as Local PIs, with a view to being available for promotion to KPI status either within 2016-17 or for the start of 2017-18:
 - (a) Cost of waste collection per Household
 - (b) Proportion of diverted waste retained/processed in district vs nationally/abroad
 - (c) % of all waste landfilled (composite with county data)
 - (d) % of Planning applications validated within 5 days
 - (e) Average time spent housed within B&B accommodation.
- 7. Planning and New Communities is reviewing its key performance measures as part of its improvement programme for 2016-2017. Further recommendations to EMT will follow around a 'basket' of indicators which better reflect strategic and operational priorities and provide a rounder picture of performance.

Options – Managing the size of the council's suite of KPIs

- 8. In order to maintain a manageable and focussed basket of KPIs which reflect current priorities and demonstrably add value, EMT has recommended the re-designation of the following indicators as Local PIs:
 - (a) **'% Major major planning applications determined in 16 weeks or within terms of Development Delivery Agreements':**
The low number of Major Major (also known as Large Major) applications determined on a monthly basis has resulted in either 0%, 100% or nil data (due to no determinations taking place) each month throughout 2015-16 with

the exception of April (when the result was 33%). As such, the KPI provided limited insight into performance and is considered to be of lesser value than alternative new KPIs, specifically that relating to Development Delivery Agreements (see paragraph 5(k) above).

- (b) **'% of invoices paid within 10 days':**
This was the second of two KPIs around invoice payment, the first being '% of invoices paid within 30 days'. Given that 30 days is the point at which suppliers are able to levy a late payment charge, EMT took the view that this PI is of primary importance with '% of invoices paid within 10 days' better suited as a Local PI.

Options – Change in existing KPI targets and intervention points

9. It is recommended that target and intervention points for existing KPIs remain largely unchanged to achieve continuity and aid medium and long-term trend analysis. In the following cases, changes in service delivery context warrant alteration of Target and/or Intervention:
- (a) **'Number of households helped to prevent homelessness':**
Proposed year end target (intervention) reduction from 200 (180) during 2015-16 to 120 (108) for 2016-17. This reflects increasing difficulties in the achievement of successful preventions during 2015-16 and the forecast continuation of these challenges during the coming year.
- (b) **'Number of missed bins per 1,000':**
Target to remain at same level (0.5) whilst it's proposed that intervention is to increased to 1, better reflecting the level at which performance would be seen as cause for concern. During 2015-16 Intervention was set at 0.55, resulting in the display of missed bin performance being displayed as 'red' when in fact performance has not been a cause for genuine concern throughout much of the year.
- (c) **'% of NNDR collected in the year':**
End of year target and intervention remain unchanged at 99(90), however in year monthly breakdown will be altered in order to reflect the broader spread of payments following introduction of 12 monthly payment options.
- (d) **'% of household waste diverted from landfill':**
End of year target and intervention remain unchanged at 58(56), however in year monthly breakdown to be altered in collaboration with Waste Services to provide a better indication of whether end of year target is likely to be met given the strong seasonal variation that occurs within this PI.
- (e) **'Satisfaction with responsive repairs':**
Increase in target from 95 (90) during 2015-16 to 97 (92) for 2016-17, on the basis that target has been consistently out performed during 2015-16 and to reflect target performance under renewed Mears contract.

Service-level (local) Performance Indicators

10. In addition to the set of KPIs put forward for approval within this report, the council also reports on a number of Service Level (Local) PIs, designed to provide operational insight as well as context for the suite of KPIs. During previous years, (including 2015-16) Local PIs have been largely neglected and hidden from view;

however the selection of 2016-17 KPIs takes place in the context of on-going work (particularly around a replacement for the Corvu performance management system) that will result in greater visibility and scrutiny of all performance information, including Local PIs. The implication is that in previous years only KPIs would receive due attention and scrutiny, whereas from 2016-17 onwards, decisions may be taken to not to include certain PIs within the set of KPIs in the knowledge that this information will remain easily accessible and open to scrutiny in its Local PI status, despite removal from monthly EMT and quarterly Cabinet reports.

Considerations – Corporate Plan 2016-2021 Identification of What Success looks like, and how this will be measured

11. The table at **Appendix B** attached reflects the outcomes of work to align performance measures more closely to Corporate Plan objectives and actions. Prepared in liaison with directorates, and taking particular account of their emerging 2016/2017 business plans, it identifies specific outcome measures for each of the 21 plan actions. These comprise a balance of qualitative and quantitative measures, bringing together key and other performance indicators, case studies, formal and informal feedback and the achievement of project and programme milestones. Identifying specific success measures at the outset demonstrates a clearer understanding of what SCDC is working to achieve and how it will go about doing so, providing the basis for subsequent quarterly position reports reviewing progress, successes and work still to do.

Implications

12. There are no direct financial, legal, staffing, equality and diversity or climate change implications arising from this report and recommendations.

Risk Management Implications

13. Key Performance Indicators are linked to specific strategic and directorate risks in order to monitor the likelihood of risks materialising and provide reassurance that mitigation measures continue to be effective.

Consultation responses

14. The recommendations in this report follow EMT discussion on 30 March 2016. Key performance indicators are aligned to specific objectives set out within the Corporate Plan 2016-2021, which was subject to internal and external consultation prior to adoption.

Effect on Strategic Aims

15. Key performance measures are required to demonstrate, internally and to our residents, businesses and partners, that we provide a well-run business which delivers positive outcomes in an efficient and effective manner.

Background Papers: Performance Indicator Information Sheets, available from the report author

Report Author: Richard May – Policy and Performance Manager
Telephone: (01954) 713366 e-mail: Richard.may@scams.gov.uk

Appendix A: Key Performance Indicators by Portfolio for 2016-2017

Reference	Description (Owner)	Objective	Link to Corporate Plan Objective	Frequency	2016-2017 target (intervention)
Corporate and Customer Services Portfolio					
CCS302 Unchanged	% of first-time resolutions of customer enquiries to the Contact Centre (Dawn Graham)	To ensure the Council delivers an effective 'one-stop' service through which customers' enquiries are dealt with in a single visit, thus avoiding repeat enquiries and back-office transfer	3,4	M	80(70)
CCS303 Unchanged	% of all calls to the Contact Centre not abandoned (Dawn Graham)	To ensure telephone enquiries are handled at first point of contact, minimising abandoned calls	3,4	M	85(80)
New (See para. 5(a) for detail).	Average call answer time (Dawn Graham)	To ensure that excellent customer service standards are maintained in terms of call waiting times	3,4	M	TBC
New (See para. 5(b) for detail).	Number of completed e-forms submitted (Gareth Bell)	To measure progress towards Digital by Default.	3,4	M	TBC
New (See para. 5(b) for detail).	% of website survey respondents who rate the page being viewed as good (Gareth Bell)	To measure progress towards Digital by Default.	3,4	M	TBC

Appendix A: Key Performance Indicators by Portfolio for 2016-2017

New (See para. 5(c) for detail)	% of complaints responded to within target timescale (Rachael Fox-Jackson)	To ensure that the Council meets its commitment to customer complaints.	1,2,3,4	M	80(70)
Environmental Services Portfolio					
ES401 Unchanged	% Business Satisfaction with regulation service (Myles Bebbington)	To ensure H&ES's regulatory activity is equitable and proportional and aims to work constructively with businesses rather than impose unreasonable demands upon them.	1,4	Q	90(80)
ES402 Unchanged	% satisfaction of H&ES customers with waste services (Paul Vanston)	To establish whether the waste service is meeting customer needs, enable dissatisfaction to be addressed and achieve continuous improvement.	1,4	Annual	90(80)
ES403 Unchanged	% customer satisfaction with local environmental quality (Paul Quigley)	To establish whether SCDC's policies are contributing to maintaining and enhancing local environmental quality, to identify issues of specific local environmental concern	1,4	Annual	85 (75)
ES404 Year-end target and intervention unchanged. Monthly breakdown to be	% of household waste diverted from landfill, i.e. sent for re-use, recycling, composting or other processes (Paul Quigley)	SCDC maximises the amount of waste sent for re-use, recycling and composting, thus reducing the environmental footprint	1,4	M	58(56)

Appendix A: Key Performance Indicators by Portfolio for 2016-2017

altered. (See para. 8(d) for detail).		associated with landfill			
ES406 Unchanged	% of major non-compliances resolved (Myles Bebbington)	SCDC deals with major non-compliances efficiently and effectively	1,4	Q	90(80)
New – replacement for per 100,000 Change in Intervention (See para. 5(d) and 8(b) for detail).	Number of bin collections missed per 1000 collections of household waste (Paul Vanston)	SCDC carries out its core waste collection function efficiently and effectively	1,4	M	0.5(1)
Finance and Staffing Portfolio					
FS102 Unchanged	% of housing rent collected (Katie Brown)	SCDC undertakes its rent collection duties efficiently and effectively, maximising rental income in order to maintain and improve the quality of its housing stock.	2,4	M	98(90)
FS104 Year-end target and intervention unchanged. Monthly breakdown to be altered. (See para. 8(c) for detail).	% of non-domestic rates collected in the year (Katie Brown)	SCDC maximises business rates income to support its future financial planning and undertakes its collection duties efficiently and effectively	3,4	M	99(90)

Appendix A: Key Performance Indicators by Portfolio for 2016-2017

FS105 Unchanged	% of council tax collected in the year (Katie Brown)	SCDC undertakes its collection duties efficiently and effectively, maximising council tax revenue to fund key public services across the county	1,2,4	M	99(90)
FS115 Unchanged	% sundry debts in arrears (Katie Brown)	SCDC undertakes collection of sundry debts efficiently and effectively.	1,2,4	M	5% (10%) at year end
FS112 Unchanged	Average number of days taken to process new Housing Benefit and Council Tax Support Claims (Dawn Graham)	SCDC processes new claims promptly to support vulnerable customers, thus contributing to reducing poverty and avoiding homelessness.	1,2,4	M	20 (27)
FS113 Unchanged	Average number of days taken to process Housing Benefit and Council Tax Support change events (Dawn Graham)	SCDC processes change events promptly to support vulnerable customers by minimising overpayments and underpayments, thus contributing to the reduction of poverty and homelessness.	1,2,4	M	10 (15)
Promoted Local PI (See para. 5(e) for detail).	% of Discretionary Housing grant spent (Dawn Graham)	SCDC recovers overpaid Housing Benefit efficiently	1,2	M	100 (95)
FS101 Unchanged	% General Fund variance (John Garnham)	SCDC manages its resources soundly	4	M	+3(+4)

Appendix A: Key Performance Indicators by Portfolio for 2016-2017

FS106 Unchanged	% Housing Revenue Account variance (John Garnham)	SCDC manages its resources soundly	2,4	M	+3(+4)
FS107 Unchanged	% Capital Programme variance (John Garnham)	SCDC manages its resources soundly	4	M	+3(+4)
New (See para. 5(f) for detail).	Financial return to council from Ermine Street Housing (Julia Hovells)	A measure of the success of Ermine Street Housing and its contribution towards the adoption of a commercial and business-like approach	2,4	Q	TBC
FS108 Unchanged	% undisputed invoices paid in 10 days (Sally Smart)	SCDC pays suppliers promptly	2, 3	M	80(70)
FS109 Unchanged	% undisputed invoices paid in 30 days (Sally Smart)	SCDC pays suppliers promptly	2, 3	M	98.5(96.5)
FS110 Unchanged	Staff sickness days per employee (Susan Gardner Craig)	SCDC minimises time lost through sickness absence through proactive management of short and long term sickness	2	Q	7(10)
FS111 Unchanged	% Staff turnover (Susan Gardner Craig)	SCDC turnover demonstrates an appropriate balance between recruiting and retaining staff	2	Q	10(15)

Appendix A: Key Performance Indicators by Portfolio for 2016-2017

Housing Portfolio					
AH201 Target and Intervention reduction. (See para. 8(a) for detail).	Number of households helped to prevent homelessness (Sue Carter/Heather Wood)	SCDC's proactive intervention minimises homelessness and the use of temporary accommodation	1,2	Currently Q. Ability to switch to M to be investigated.	120(108)
New (See para. 5(i) for detail).	Housing Advice case Load (Sue Carter/Heather Wood)	Indicator of local housing affordability and the impacts of Welfare Reform	1,2	TBC	TBC
AH203 Unchanged	Number of households in temporary accommodation (Sue Carter/Heather Wood)	Indicator of local housing affordability and the impacts of Welfare Reform	1,2	Q	50(60)
New (See para. 5(j) for detail).	Spend on Bed and Breakfast accommodation	Indicator of local housing affordability and the impacts of Welfare Reform	1,2	M	TBC
AH204 Target and Intervention increase. (See para. 8(e) for detail).	% Tenant satisfaction with responsive repairs (Anita Goddard)	SCDC (contractor) provides an efficient and effective housing repairs service which maintains the quality of council accommodation	1,2	Q	97(92)
AH205 Unchanged	Average days taken to re-let General Needs housing (Anita Goddard)	SCDC (contractor) re-lets General Needs housing efficiently and effectively thus maximising the supply of affordable homes to those in housing need	2,4	M	17(25)
New	Details of KPI still to be confirmed (Julie Fletcher)	SCDC contributes to the delivery of new affordable	1,2	Q	61(50) – at year end

Appendix A: Key Performance Indicators by Portfolio for 2016-2017

(See para. 5(h) for detail).		housing units to assist in meeting identified housing need			
Planning Portfolio					
PNC501	% of Major planning applications determined in thirteen weeks (Julie Baird)	SCDC determines planning applications in a timely manner	3,4	M	60(50)
PNC502	% of Minor planning applications determined in thirteen weeks (Julie Baird)	SCDC determines planning applications in a timely manner	3,4	M	65(55)
PNC503	% of Other planning applications determined in thirteen weeks (Julie Baird)	SCDC determines planning applications in a timely manner	3,4	M	80(70)
PNC504	% of 'Major' Major planning applications determined in 16 weeks (Julie Baird)	SCDC determines planning applications in a timely manner	3,4	M	60(50)
PNC505	% satisfaction with Planning and New Communities (Julie Baird)	Assessing customer satisfaction with P&NC as a basis for continuous improvement to the quality of the service offered	3,4	M	70(60)
PNC506	% of appeals against refusal of planning permission allowed (Julie Baird)	Assessing the robustness of planning decisions	3,4	Q	35(45)
New	% of Development Delivery Agreements which are on target (Julie Baird)	Ensuring the timely progress to deliver key housing and employment sites.	2,3	TBC	70(60)

APPENDIX B – CORPORATE PLAN 2016-2021 – IDENTIFICATION OF OUTCOME AND PERFORMANCE MEASURES

Action to achieve this objective	Outcomes – What success will look like	How we will measure this (KPIs in bold)
LIVING WELL - Support our communities to remain in good health whilst continuing to protect the natural and built environment.		
i. Proactive intervention to improve mental health and emotional wellbeing for all	The district is a healthy place to live for all Businesses report improved employee health outcomes and associated business benefits Sports activities deliver service enhancements, including increase in variety of sports offered	Case studies from strategy implementation (Children and Young People, Health and Well-being, Ageing Well) Youth Council delivers and evaluates work programmes Participation rates and customer satisfaction: sports programmes, Active for Life, Parklife Income surplus from sports activities Feedback from businesses
ii. Support our residents to stay in good health as they grow older, with access to the services they need	The district is a healthy place to live for all Positive outcomes from strategy implementation around health, housing and inclusion (Health and Well-being, Ageing Well, Older People’s Housing) Cambridgeshire Celebrates Age brochure contains a greater quantity and variety of locations, activities and events. Sports activities deliver service enhancements, including increase in variety of sports offered	Case studies from strategy implementation (Health and Well-being, Ageing Well, Older People’s Housing) Participation rates and customer satisfaction: sports programmes, Active and Healthy for Life, Parklife Reduced falls in elderly triggering access to health and social care services Income surplus from sports activities
iii. Ensure our new and established communities	New and established communities are thriving and	Case studies from strategy

APPENDIX B – CORPORATE PLAN 2016-2021 – IDENTIFICATION OF OUTCOME AND PERFORMANCE MEASURES

Action to achieve this objective	Outcomes – What success will look like	How we will measure this (KPIs in bold)
<p>provide thriving, healthy, safe and attractive places to live</p>	<p>attractive and have the facilities they need</p> <p>The South Cambridgeshire Crime and Disorder Reduction Partnership works together to deal with local crime and anti-social behaviour issues.</p>	<p>implementation (Health and Well-being, Ageing Well) and of new community design and infrastructure</p> <p>CDRP interventions</p> <p>Contextual district-wide crime indicators</p> <p>% of major non-compliances resolved</p> <p>Satisfaction with waste services and local environmental quality</p> <p>Missed bins per 1,000</p> <p>% household waste diverted from landfill</p>
<p>iv. Support local businesses to improve the health of their employees</p>	<p>The district is a healthy place to live for all</p> <p>Businesses report improved employee health outcomes and associated business benefits</p>	<p>Case studies / feedback /evaluation on the impact of our interventions / enabling</p> <p>Increased business participation in netball league</p>
<p>v. Work with other councils, the NHS and public sector partners, to make sure families with the most complex needs are supported to improve their own health, prospects and prosperity</p>	<p>Together for Families partnership initiatives contribute to positive outcomes for residents with the most complex needs</p>	<p>Number of families helped by the programme.</p> <p>Scheme review and evaluation identifies interventions that work well and opportunities to identify and</p>

APPENDIX B – CORPORATE PLAN 2016-2021 – IDENTIFICATION OF OUTCOME AND PERFORMANCE MEASURES

Action to achieve this objective	Outcomes – What success will look like	How we will measure this (KPIs in bold)
		measure social value added.
vi. Improve existing private rented housing standards to ensure everyone can be safe and healthy at home	The district is a safe and healthy place to live for all Private rented interventions effectively address substandard housing	Case studies of effective interventions
HOMES FOR OUR FUTURE - Secure the delivery of a wide range of housing to meet the needs of existing and future communities		
i. Influence developers to increase the pace of housing and infrastructure construction, including delivery of affordable housing	The desired pace of housing and infrastructure delivery is met or exceeded New homes completed and occupied on major growth sites	<p>Planning application determination</p> <p>Satisfaction with Planning and New Communities</p> <p>% of appeals allowed</p> <p>New KPI – % of Development Delivery agreements progressing in accordance with set timescales</p> <p>New / replacement KPIs around Affordable Homes delivery</p> <p>Housing delivery (from Local Plan Annual Monitoring Report)</p> <p>% of affordable housing agreed on major developments</p>
ii. Increase the range of housing and tenure options for residents, including Right to Build and Starter Homes	Households have a broader choice of housing in South Cambridgeshire Housing feasibility and development initiatives identify viable and innovative housing options: review of	Evaluation of options, and identification of preferred options, from business development projects. Increased housing supply, innovative

APPENDIX B – CORPORATE PLAN 2016-2021 – IDENTIFICATION OF OUTCOME AND PERFORMANCE MEASURES

Action to achieve this objective	Outcomes – What success will look like	How we will measure this (KPIs in bold)
	<p>tenure models and stock holding options, Right to Build Vanguard, Housing Development Agency, Modular Housing Review</p> <p>Local Employee survey provides a better understanding of the needs of the District in terms of housing provision for the workforce required to sustain a vibrant local economy</p>	<p>sustainable design and potential capital receipts from the sale of HRA land.</p> <p>% HRA Variance</p> <p>Key performance indicators: as (v) below.</p>
<p>iii. Continue to progress the Local Plan to adoption</p>	<p>A Local Plan is adopted</p>	<p>Adoption milestone (2017)</p>
<p>iv. Help Parishes and villages wishing to shape their own futures by developing Neighbourhood Plans that address community priorities</p>	<p>Parishes wishing to adopt Neighbourhood Plans successfully do so</p>	<p>Number of Neighbourhood areas designated</p> <p>Neighbourhood Plans progressed and agreed; case studies around added value</p>
<p>v. Find solutions for people facing homelessness</p>	<p>Residents are helped to avoid homelessness, with associated costs contained</p>	<p>Homelessness KPs</p> <p>Number of Housing Advice cases worked on</p> <p>% rent collected</p> <p>% Council Tax collected</p> <p>Housing Benefit claim average determination days</p> <p>% of Discretionary Housing grant</p>

APPENDIX B – CORPORATE PLAN 2016-2021 – IDENTIFICATION OF OUTCOME AND PERFORMANCE MEASURES

Action to achieve this objective	Outcomes – What success will look like	How we will measure this (KPIs in bold)
		spent
vi. Secure a viable future programme for our Council houses	The Council has a viable long-term business plan for its homes, providing the supply and choice of affordable homes to meet future demand, and the support to help residents maintain tenancies.	KPIs identified in (v) above plus: % HRA Budget Variance Satisfaction with responsive repairs General Needs housing re-let days
CONNECTED COMMUNITIES - Work with partners to ensure new transport and digital infrastructure supports and strengthens communities and that our approach to growth sustains prosperity		
i. Deliver the “City Deal”, investing in transport, housing, technology and skills to ensure the area continues to be recognised for its economic success and world-leading innovation	<p>City Deal improvements to transport infrastructure successfully implemented, enabling major developments to progress and improving connectivity between existing communities</p> <p>New apprenticeships created by City Deal skills initiative provide opportunities for young people to enter the labour market</p> <p>The Cambridge Sub-Region is a super-connected ‘Smart City Region’ of the future.</p>	<p>City Deal transport and connectivity scheme delivery and achievement of project milestones</p> <p>City Deal Affordable Housing target through Housing Delivery Agency)</p> <p>City Deal new apprenticeships</p> <p>Planning application and Development Delivery Agreement performance</p>
ii. Bring forward strategic transport improvements, with particular regard to A14, A428 and A1307 improvement proposals, the M11 corridor and an East-West rail link	Strategic transport improvements delivered, reflecting the needs of the district, and enabling major developments to progress and improving connectivity between existing communities	<p>Strategic transport scheme delivery and achievement of project milestones</p> <p>Housing delivery (from Local Plan Annual Monitoring Report)</p> <p>Planning Application and</p>

APPENDIX B – CORPORATE PLAN 2016-2021 – IDENTIFICATION OF OUTCOME AND PERFORMANCE MEASURES

Action to achieve this objective	Outcomes – What success will look like	How we will measure this (KPIs in bold)
		<p>Development Delivery Agreement Performance</p> <p>Contextual indicators around air quality and congestion</p>
<p>iii. Continue to sell the South Cambs economic success story, influencing strategic partnerships and investment partners in Government and Business, both nationally and internationally</p>	<p>The Greater Cambridge region continues to thrive economically</p>	<p>Case studies of local economic success e.g. major firms relocating to, or expanding within, SCDC</p> <p>Employee jobs and other labour market health indicators</p> <p>Business start-up and survival rates</p> <p>% of NNDR collected</p>
<p>iv. Support our villages to strengthen their communities and social networks, reducing isolation by improving access, delivering effective community-led services and targeted support for the rural economy</p>	<p>All residents and businesses have access to Superfast Broadband</p> <p>Business support programme successfully delivered</p> <p>Communities are supported to identify and list valued rural amenities as Assets of Community Value</p> <p>Actions within Localism Action Plan successfully completed</p> <p>Community transport initiatives increase access to rural communities, reducing isolation</p>	<p>Business satisfaction with regulatory services</p> <p>% of non-disputed invoices paid in 30 days</p> <p>Superfast Broadband coverage</p> <p>Attendance and feedback on business support initiatives</p> <p>Parish Councils and local communities feel engaged with, and report increased satisfaction with, SCDC’s local approach.</p>

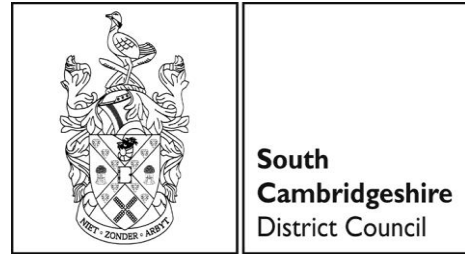
APPENDIX B – CORPORATE PLAN 2016-2021 – IDENTIFICATION OF OUTCOME AND PERFORMANCE MEASURES

Action to achieve this objective	Outcomes – What success will look like	How we will measure this (KPIs in bold)
		<p>Case studies of effective parish council engagement and use of ACV legislation / no. of ACVs listed</p> <p>Case studies of enabling effective local working</p> <p>Community transport take-up</p>
<p>AN INNOVATIVE AND DYNAMIC ORGANISATION - Adopt a more commercial and business-like approach to ensure we can continue to deliver the best possible services at the lowest possible cost</p>		
<p>i. Take forward commercial activities such as Ermine Street Housing (our ethical lettings company)</p>	<p>Commercial activities deliver business benefits around profit, service quality and customer satisfaction.</p> <p>The Council maintains a balanced Medium Term Financial Strategy</p>	<p>Benefits realisation from commercialisation programme initiatives</p> <p>Ermine Street return to SCDC</p> <p>% General Fund Budget Variance</p>
<p>ii. Reduce black-bin rubbish and increase income from selling recycled blue-bin waste and paper to keep Council Tax low and reduce waste disposal costs</p>	<p>Landfill waste and associated costs are minimised as residents take increasing advantage of the recycling opportunities available to them.</p> <p>Increased income from sale of recycled materials contributes to the maintenance of a balanced MTFS.</p>	<p>% of household waste diverted from landfill</p> <p>Missed bins per 1,000</p> <p>% General Fund budget variance</p> <p>Satisfaction with waste services and local environmental quality</p>
<p>iii. Place greater emphasis on sharing services and information to improve resilience and customer service whilst reducing costs</p>	<p>Shared services, the exploration of new commissioning models and business efficiency initiatives generate targeted savings, customer service</p>	<p>% General Fund budget variance</p> <p>Business benefits delivered by</p>

APPENDIX B – CORPORATE PLAN 2016-2021 – IDENTIFICATION OF OUTCOME AND PERFORMANCE MEASURES

Action to achieve this objective	Outcomes – What success will look like	How we will measure this (KPIs in bold)
	enhancement and increased resilience	specific shared service initiatives Benefits realisation from shared service and business efficiency programme and project delivery.
iv. Deliver an Organisational Development Strategy that ensures that we recruit and retain staff with the skills and behaviours required to embrace new ways of working and address the challenges ahead	Staff are motivated and equipped to maintain and enhance performance levels and deliver corporate objectives.	Staff sickness absence Staff turnover Staff survey results
v. Embed a 'digital by default' approach to customer access whilst ensuring quality traditional contact channels remain for those requiring them	Customers have quick and seamless access to the communication channels they need.	Contact Centre first time call resolutions, abandoned calls and average wait duration. E-forms submitting using website self-service facilities % of website survey respondents who rate the page being viewed as good % of complaints responded to within target timescale

Agenda Item 8



South Cambridgeshire District Council

DRAFT

Scrutiny and Overview Annual Report 2015/16

DRAFT

FOREWORD
Scrutiny and Overview Committee



Foreword to be inserted

Councillor Roger Hickford, Chairman of the Scrutiny and Overview Committee

DRAFT

FOREWORD
Partnerships Review Committee

Foreword to be inserted

Councillor Ben Shelton, Chairman of the Partnerships Review Committee



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What is Scrutiny and Overview?

The aim of the Council's scrutiny and overview function is to provide an open and transparent forum in which to investigate whether South Cambridgeshire District Council's policies and services are meeting the needs of local people.

Scrutiny and overview committees do not have any decision-making powers, but they do have the power to influence and make evidence-based recommendations to decision-takers. Such recommendations could be informed via performance monitoring, best practice, expert advice, or liaison with stakeholders, partners, service users or members of the public. Scrutiny and overview committees are often described as a Council's 'critical friend'.

Scrutiny and overview committees can also challenge executive decisions, taken by Cabinet, individual Portfolio Holders and occasionally Chief Officers. The Chairman of the Scrutiny and Overview Committee or any five Councillors can, in certain circumstances, 'call-in' a decision that has been made but not yet implemented in accordance with the Council's Scrutiny and Overview Committee Procedure Rules. The Committee is then able to interview the relevant member of Cabinet or officers, examine the evidence and suggest improvements to the decision, or refer it to Full Council for further consideration.

Effective scrutiny provides an additional, independent resource for reviewing decisions and policies without being divisive or confrontational. Councillors on scrutiny and overview committees are in a unique position to influence policy and contribute to the decision-making process.

When working well, scrutiny and overview can help to:

- get to the heart of issues
- develop new ideas
- engage and provide a voice for service users
- improve decision-making
- strengthen accountability
- contribute to policy development
- monitor and improve services

Scrutiny and Overview at South Cambridgeshire District Council

South Cambridgeshire District Council has two scrutiny and overview committees; the Scrutiny and Overview Committee and the Partnerships Review Committee, both of which consist of nine non-executive District Councillors drawn from the political groups in the same proportion as they are represented on the Council as a whole.

The Partnerships Review Committee was introduced to the Council's committee structure on 23 May 2013 at the Annual General Meeting of the Council, where the size of the Scrutiny and Overview Committee was reduced from thirteen to nine. The Partnerships Review Committee has a specific remit to scrutinise, challenge and hold decision takers to account on issues relating to the work of those organisations in the area of South Cambridgeshire, which may or may not involve formal partnerships. Whilst the Partnerships Review Committee's work is mainly externally focussed, the Scrutiny and Overview Committee retains its role of holding executive decision takers to account and centres on those issues considered as 'internal'.

The following Councillors served on the respective committees for the 2015/16 municipal year:

Scrutiny and Overview Committee

Chairman: Councillor Roger Hickford
Vice-Chairman: Councillor Kevin Cuffley
Councillors:
David Bard
Henry Batchelor
Grenville Chamberlain
Graham Cone (from February 2016)
Jose Hales
Philippa Hart
Bunty Waters
David Whiteman-Downes (until February 2016)

The following Councillors were available as substitutes during the year:

Councillors:
Graham Cone
Christopher Cross
Val Barrett
Anna Bradnam
Neil Davies
Douglas de Lacey
Andrew Johnson
Lynda Harford
Deborah Roberts
Ed Stonham

Partnerships Review Committee

Chairman: Councillor Ben Shelton
Vice-Chairman: Councillor James Hockney
Councillors:
David Bard
Henry Batchelor
Kevin Cuffley
Andrew Fraser
Jose Hales
Roger Hall
Janet Lockwood

The following Councillors were available as substitutes during the year:

Councillors:
Grenville Chamberlain
Neil Davies
Douglas de Lacey
Tumi Hawkins
Peter Johnson
Tony Orgee
Deborah Roberts
Ed Stonham
Bunty Waters
Aidan Van De Weyer

How do the scrutiny and overview committees decide what to scrutinise?

The scrutiny and overview committees set their own work programmes and topic suggestions can be gained from numerous sources, including: -

- individual Councillors
- local petitions
- partner organisations
- officers
- residents
- Portfolio Holder Scrutiny Monitors
- the Council's Forward Plan of key decisions

Programme planning takes place at the start of the municipal year and the committee's work programmes are considered as standing items at every meeting of each committee. Additional items for consideration will usually be added during the year as and when they arise, which can be a mixture of one-off topics and items that may require more in-depth review.

The Chairman and Vice-Chairman of the two scrutiny and overview committees usually meet with officers from Democratic Services to agree upon the agenda content and running order prior to each of their meetings.

The Partnerships Review Committee and the Scrutiny and Overview Committee use a work programme prioritisation tool which enables both committees to assess those items that have been suggested or put forward and ascertain whether they should be included in their work programmes, as well as determine their level of priority.

Items included in the work programme usually go through an initial scoping process. This provides an opportunity to consider the rationale behind the Partnerships Review Committee or the Scrutiny and Overview Committee looking into the particular issue, the purpose or objective of scrutiny involvement and a methodology or approach that will be followed for the piece of work.

Scrutiny Reviews

Scrutiny Reviews provide the Partnerships Review Committee and the Scrutiny and Overview Committee with opportunities to consider specific issues in more detail, sometimes outside of formal meetings involving a small group of Councillors with experience, expertise or an interest in the subject being reviewed. The Partnerships Review Committee or Scrutiny and Overview Committee will ultimately agree whether or not a Scrutiny Review on a particular issue will be undertaken. Any initial requests for Scrutiny Reviews will go through a scoping process to outline terms of reference for the review and identify how the piece of work should be conducted. Reviews could be undertaken through one of the following options:

Scrutiny Review by the Full Committee

A Scrutiny Review by the full Partnerships Review Committee or Scrutiny and Overview Committee could take place when all Councillors on the relevant committee express an interest in scrutinising a specific issue. These meetings would normally be held in public with the review culminating in formal recommendations to a decision taker.

Scrutiny Review by a Task and Finish Group

Task and Finish Groups are typically established when significant research and evidence gathering is necessary to assist in the production of a comprehensive report substantiating a set of recommendations to decision takers. An appropriate timetable would be agreed at the commencement of the Scrutiny Review, with most Task and Finish Groups aiming to have completed their reviews by six months. These meetings are usually not held in public.

Scrutiny Review by an Informal Working Group

Informal Working Groups with relevant officers, Portfolio Holders or external parties are an effective means of undertaking Scrutiny Reviews that do not require significant research or evidence and can be completed in a much shorter timescale. Formal recommendations can still come out of a review carried out by Informal Working Groups, but a comprehensive report is usually unnecessary. The informal format of these meetings would mean that they are not held in public.

Scrutiny Review by a Focus Group

A Focus Group could carry out a Scrutiny Review on any issue that requires an urgent response. It would take the shape of a significant fact-finding exercise, taking up one or two full days in an intensive session with very little research required and report its outcomes to relevant officers or decision takers.

Work of the Partnerships Review Committee during 2015/16

The Partnerships Review Committee met on four occasions in the 2015/16 Municipal Year. This was as follows:

16 June 2016

Policing, Crime and Disorder

Cambridgeshire Constabulary's Chief Superintendent and Chief Inspector attended the meeting along with the Director of Public Engagement and Communications and the Outreach Worker from the Cambridgeshire Police and Crime Commissioner's Office.

An in depth discussion took place which included amongst other issues, discussion around the perception and reporting of crime in South Cambridgeshire. Awareness was being raised in the district about human trafficking and the exploitation of vulnerable people and immigrants, which was also discussed in depth.

Representatives from the Police and Crime Commissioner's Office updated the committee on current and future projects and Members were able to raise and discuss local issues, such as Police Community Support Officers and the Rehabilitation of Offenders programme.

22 September 2016

Bus Services

The Managing Director of Stagecoach attended this meeting alongside representatives from Cambridgeshire County Council's Passenger Transport team.

The provision of bus services, school transport, community transport, bus zoning and fares and evening services were discussed. A summary of South Cambridgeshire District Council's Community Transport Strategy was also summarised.

28 February 2016

Cambridgeshire County Council's Budget Proposals

Cambridgeshire County Council's Chief Executive, Service Director for Adult Social Care, Children, Families and Adults (CFA) Directorate and Executive Director for Economy, Transport and Environment attended the meeting to present the County Council's budget proposals. The Service Director for Adult Social Care and CFA gave a presentation which covered the CFA budget and strategy, Adult Social Care, Older people and adults with mental health needs.

The County Council's Executive Director for Economy, Transport and Environment (ETE) gave a presentation setting out the Business Plan proposals for the ETE Directorate.

Members raised local issues with the County Council representatives, including the funding of Adult Social Care, partnership working and the withdrawal of school transport.

Outside Bodies

The Council's Civic Affairs Committee agreed on 5 December 2013 that Members appointed to outside bodies should provide written update reports to the Partnerships Review Committee. Updates on the following outside bodies were received by the Committee:

- Cambridgeshire Advisory Group on Archives and Local Studies
- The Carers' Trust
- The Farmland Museum
- Cambridge International Airport Consultative Committee
- Waterbeach Level Internal Drainage Board
- Regular updates on Health were provided, which included updates on the following issues and bodies:
 - o The Cambridgeshire Health and Wellbeing Board
 - o The Cambridgeshire Health Committee
 - o The Cambridgeshire Older People's Contract
 - o The Better Care Fund
 - o Older People and Adult Community Services

Work of the Scrutiny and Overview Committee during 2015/16

The Scrutiny and Overview Committee met as a full committee on five occasions in the 2015/16 Municipal Year, as follows:

7 July 2015

Shared Services

The Leader and Deputy Leader of the Council presented Shared Services reports and business cases ahead of their presentation to Cabinet. Reports and business cases for Legal, ICT and Building Control Shared Services were presented and discussed. The committee endorsed the recommendations to Cabinet and made two recommendations regarding performance monitoring of the service and scrutiny of the legal practice business plan.

Position Statement on Finance and Performance

As part of his responsibility for overseeing a robust process for managing performance, the Corporate and Customer Services Portfolio Holder presented the Council's Year End Position Statement on Finance, Performance and Risk before this was presented to Cabinet. This enabled Members to maintain a sound understanding of the Council's financial position and performance.

Orchard Park Task and Finish Group

The Chairman of the Orchard Park Task and Finish Group updated the committee on the ongoing work of the group.

5 November 2015

Quarterly Position Statement on Finance, Performance and Risk

The Portfolio Holders for Finance and Staffing, and Corporate and Customer Services presented the Council's second Quarterly Position Statement on Finance, Performance and Risk. This provided a statement on the Council's position with regard to its General Fund, Housing Revenue Account and Capital budgets, corporate objectives, performance indicators and strategic risks and was presented to the committee before it was presented to Cabinet for approval.

Review of the Corporate Plan

The Corporate and Customer Services Portfolio Holder presented a review of the Council's Corporate Plan, inviting comments and suggestions on the Corporate Plan from committee members. A number of recommendations were made by the committee regarding wording of some of the sections in the Corporate Plan, which were incorporated.

Draft Medium Term Financial Strategy

The Finance and Staffing Portfolio Holder presented the Council's Medium Term Financial Strategy before it was presented to Cabinet at its November 2015 meeting.

Review of Lessons Learned from Orchard Park

A report outlining the findings of the Orchard Park Task and Finish Group was presented by Councillor Lynda Harford who had led the work of the group. 20 final recommendations were presented to and agreed by the committee, which recommended their full endorsement to Cabinet.

At this meeting, the Housing Portfolio Holder also updated the committee on the negative implications for the Council of Government budget announcements regarding housing.

4 February 2016

Business Improvement and Efficiency Programme - Commercialisation

The Council's Corporate Programme Manager presented a report providing the committee with an overview of the Council's Commercialisation Programme approach to service delivery, the aim of which was to generate income for the Council and identify further savings. This was discussed in depth and the committee confirmed its support for the programme.

Customer Contact Service Annual Performance Review 2015

The Benefits Manager presented the Customer Contact Centre's Annual Performance Review. This provided the committee with an annual update on the performance of the Contact Centre for 2015. The committee congratulated the Benefits Manager on the improving performance of the Contact Centre.

Medium Term Financial Strategy

The Council's Medium Term Financial Strategy was presented to the committee before its presentation to the February 2016 Cabinet meeting and subsequent approval at February's meeting of full Council.

Corporate Plan 2016-2021

The Corporate and Customer Services Portfolio Holder presented the Corporate Plan 2016-2021 ahead of its presentation to Cabinet.

Quarterly Position Statement on Finance, Performance and Risk

The Corporate and Customer Services Portfolio Holder presented the Council's third Quarterly Position Statement on Finance, Performance and Risk. This was presented and discussed before its presentation to Cabinet at its February 2016 meeting.

7 April 2016

**** Text to be inserted after meeting****

Scrutiny and Overview Committee Orchard Park Working Group

The Orchard Park Working Group continued the work it had started in July 2014, to review the lessons learned from the development of Orchard Park. The group's remit was to look at how recommendations made in 2008 by the Scrutiny and Overview Committee regarding Orchard Park had been implemented, if they had been applied to subsequent developments and what the effects of them had been. The group completed its work and presented 20 recommendations to Cabinet in January 2016, all of which were endorsed. The final report and recommendations can be viewed on the Council's website:

<http://scambs.moderngov.co.uk/documents/s92913/TF%20Group%20Report%20Jan16.pdf>

Membership of the group:

- Councillor Lynda Harford (Chairman)
- Councillor David Bard
- Councillor Kevin Cuffley
- Councillor Jose Hales
- Councillor Janet Lockwood
- Councillor Bunty Waters

The group was supported by the Sustainable Communities and Partnerships Manager and a Democratic Services Officer.

Monitoring Cabinet Portfolio Holders

Portfolio Holders at South Cambridgeshire District Council in 2015/16 took the majority of their decisions at public Portfolio Holder Meetings. Members of the Scrutiny and Overview Committee were allocated as Scrutiny Monitors for specific Portfolios and attended these meetings to develop greater knowledge in an area of the Council's work, as well as offering well informed challenge and influence. Scrutiny Monitors for 2015/16 were allocated as follows: -

Cabinet Portfolio	Scrutiny Monitor
Leader of the Council	Cllr Lynda Harford
Deputy Leader Finance and Staffing	Cllr Roger Hickford
Corporate and Customer Services	Cllr Henry Batchelor
Economic Development	Cllr Philippa Hart
Environmental Services	Cllr David Bard
Housing	Cllr Bunty Waters
Planning	Cllr Kevin Cuffley
Strategic Planning and Transportation	Grenville Chamberlain

Call-in

Call-in is usually a last resort, when other means of influencing decision-making have failed. Any Call-in would be considered by the Scrutiny and Overview Committee, but this procedure was not used during the 2015/16 municipal year.

Training and development

No requests for training were received in the 2015/16 Municipal Year.

Contact us

If you would like to know more about the Scrutiny and Overview Committee at South Cambridgeshire District Council please contact the Democratic Services Team Leader, Graham Watts, on (01954) 713030 or democratic.services@scambs.gov.uk.

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Agenda Item 9



REPORT TO: Scrutiny and Overview Committee

7 April 2016

LEAD OFFICER: Alex Colyer, Executive Director (Corporate Services)

WORK PROGRAMME 2015/2016

Purpose

1. To provide the Scrutiny and Overview Committee with an opportunity to plan its work programme for future meetings.

Recommendations

2. It is recommended that the draft Work Programme attached at **Appendix A** of this report be approved, subject to any amendments put forward at the meeting.

Background

3. The latest version of the Committee's work programme is attached at **Appendix A**.
4. The Scrutiny Prioritisation Tool is attached at **Appendix B**.

Considerations

The four principles of effective scrutiny

5. The Centre for Public Scrutiny works towards four principles of effective scrutiny, these being:
 - to provide 'critical friend' challenge to executive policy-makers and decision-makers;
 - to enable the voice and concerns of the public and its communities;
 - that scrutiny be carried out by 'independent minded governors' who lead and own the scrutiny process;
 - to drive improvement in public services.
6. Members are asked to give due consideration to these principles when carrying out their role on the Scrutiny and Overview Committee.

Work Programming

7. A number of items were put forward at the Scrutiny training session held in January 2014, for potential consideration at future meetings of the Scrutiny and Overview Committee.
8. Members are encouraged to suggest items or topics for potential consideration at future meetings, which will be assessed using the criteria set out in the prioritisation tool.

9. Further items to consider at future meetings may be identified from the Council's Corporate Forward Plan, which is attached as **Appendix C**.

Implications

10. In the writing of this report, taking into account financial, legal, staffing, risk management, equality and diversity, climate change, community safety and any other key issues, there are no significant implications.

Consultation responses (including from the Youth Council)

11. No consultation has taken place on the content of this report.
12. Consultation with children and young people on the work of the Scrutiny and Overview Committee predominantly takes place through the South Cambridgeshire Youth Council.

Effect on Strategic Aims

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

13. The Scrutiny and Overview Committee will contribute to this strategic aim as it challenges decision takers and holds them to account as part of its deliberations.

Report Author: Graham Watts – Democratic Services Team Leader
Telephone: (01954) 713030

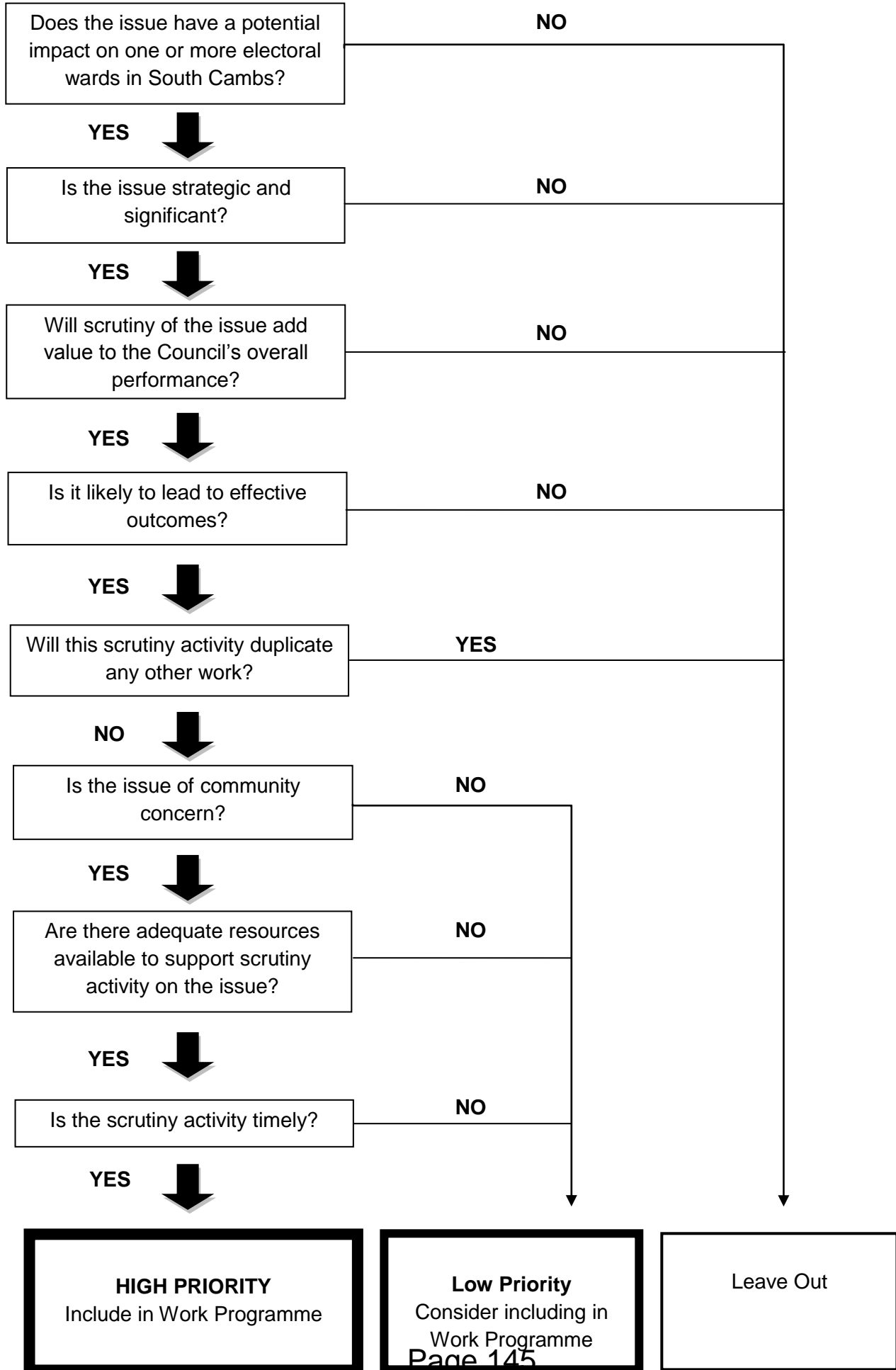
Scrutiny and Overview Committee – Work Programme

Date of meeting	Title of Report
July 2016	Quarterly Position Report on Finance, Performance and Risk
	Appointment of Scrutiny Monitors
September 2016	Quarterly Position Report on Finance, Performance and Risk
November 2016	Quarterly Position Report on Finance, Performance and Risk
	Draft Medium Term Financial Strategy
	Review of the Corporate Plan
February 2017	Customer Contact Centre Annual Performance Report
	Medium Term Financial Strategy
	Quarterly Position Report on Finance, Performance and Risk
	Corporate Plan

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Appendix B

Scrutiny Work Programme Prioritisation Tool



HIGH PRIORITY
Include in Work Programme

Low Priority
Consider including in Work Programme

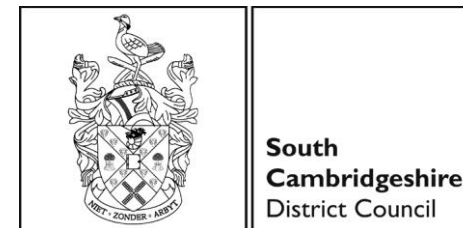
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Appendix C

NOTICE OF KEY DECISIONS

To be taken under the Local Authorities (Executive Arrangements) (Meetings and Access to Information) (England) Regulations 2012 from 23 March 2016



Notice is hereby given of:

- Key decisions that will be taken by Cabinet, individual Portfolio Holders or Officers
- Confidential or exempt executive decisions that will be taken in a meeting from which the public will be excluded (for whole or part)

A Key Decision is a decision, which is likely:

- (1) (a) to result in the authority incurring expenditure which is, or the making of savings which are, significant having regard to the Council's budget for the service or function to which the decision relates; or
- (b) to be significant in terms of its effects on communities living or working in an area comprising two or more wards
- (2) On determining the meaning of 'significant' for the purposes of the above, the Council must have regard to any guidance for the time being issued by the Secretary of State in accordance with section 9Q of the 2000 Act (guidance).

A notice / agenda, together with reports and supporting documents for each meeting will be published at least five working days before the date of the meeting. In order to enquire about the availability of documents and subject to any restriction on their disclosure, copies may be requested from Democratic Services, South Cambridgeshire District Council, South Cambridgeshire Hall, Cambourne Business Park, Cambourne, Cambridge, CB23 6EA. Agenda and documents may be accessed electronically at www.scambs.gov.uk

Formal notice is hereby given under the above Regulations that, where indicated (in column 4), part of the meetings listed in this notice may be held in private because the agenda and reports for the meeting will contain confidential or exempt information under Part 1 of Schedule 12A to the Local Government (Access to Information) Act 1985 (as amended) and that the public interest in withholding the information outweighs the public interest in disclosing it. See overleaf for the relevant paragraphs.

*If you have any queries relating to this Notice, please contact
Victoria Wallace on 01954 713026 or by e-mailing Victoria.Wallace@scambs.gov.uk*

**Paragraphs of Part 1 of Schedule 12A to the Local Government (Access to Information) Act 1985 (as amended)
(Reason for a report to be considered in private)**

1. Information relating to any individual
2. Information which is likely to reveal the identity of an individual
3. Information relating to the financial or business affairs of any particular person (including the authority holding that information)
4. Information relating to any consultations or negotiations, or contemplated consultations or negotiations, in connection with any labour relations matter arising between the authority or a Minister of the Crown and employees of, or office holders under, the authority
5. Information in respect of which a claim to legal professional privilege could be maintained in legal proceedings
6. Information which reveals that the authority proposes:
 - (a) to give under any enactment a notice under or by virtue of which requirements are imposed on a person; or
 - (b) to make an Order or Direction under any enactment
7. Information relating to any action taken or to be taken in connection with the prevention, investigation or prosecution of crime

The Decision Makers referred to in this document are as follows:

Cabinet

Councillor Ray Manning
Councillor Simon Edwards
Councillor Robert Turner
Councillor Mark Howell
Councillor Mick Martin
Councillor Peter Topping
Councillor Tim Wotherspoon
Councillor Nick Wright
Councillor Francis Burkitt

Leader of the Council
Deputy Leader and Finance and Staffing
Planning
Housing
Environmental Services
Corporate and Customer Services
Strategic Planning and Transportation
Planning and Economic Development
Greater Cambridge City Deal

Appendix C

Key and non-key decisions expected to be made from 23 March 2016

Decision to be made	Decision Maker	Date of Meeting	Reason for Report to be considered in Private	Portfolio Holder and Contact Officer	Documents submitted to the decision maker
Amendments to Scheme of Delegated Powers and Functions for Planning Decisions Non-Key	Council	23 March 2016		Planning Portfolio Holder Jane Green, Head of New Communities	Report (publication expected 15 March 2016)
South Cambridgeshire Local Plan - Proposed Modifications Key	Council	23 March 2016		Planning Portfolio Holder Caroline Hunt, Planning Policy Manager	Report (publication expected 15 March 2016)
Corporate Plan Key Performance Indicators 2016/17 Non-Key	Cabinet	14 April 2016		Corporate and Customer Services Portfolio Holder Richard May, Policy and Performance Manager	Report (publication expected 06 April 2016)
Financial Management System Non-Key	Cabinet	14 April 2016		Finance and Staffing Portfolio Holder Caroline Ryba, Head of Finance	Report (publication expected 06 April 2016)

Key and non-key decisions expected to be made from 1 April 2016

Decision to be made	Decision Maker	Date of Meeting	Reason for Report to be considered in Private	Portfolio Holder and Contact Officer	Documents submitted to the decision maker
Shared Services: Business Plans and Joint Group Terms of Reference Non-Key	Cabinet	14 April 2016		Leader of Council Executive Director, Corporate Services	Report (publication expected 11 April 2016)
Treasury Management Quarterly Investment Review Non-Key	Finance and Staffing Portfolio Holder	19 April 2016		Finance and Staffing Portfolio Holder Alex Colyer, Executive Director, Corporate Services Sally Smart, Principal Accountant Financial & Systems	Report (publication expected 11 April 2016)
Write-offs 2015/16 Key	Finance and Staffing Portfolio Holder	19 April 2016		Finance and Staffing Portfolio Holder Katie Brown, Revenues Manager	Report (publication expected 11 April 2016)
Revenues and Benefits Performance Report Q3 Non-Key	Finance and Staffing Portfolio Holder	19 April 2016		Finance and Staffing Portfolio Holder Katie Brown, Revenues Manager	Report (publication expected 11 April 2016)

Key and non-key decisions expected to be made from 1 April 2016

Decision to be made	Decision Maker	Date of Meeting	Reason for Report to be considered in Private	Portfolio Holder and Contact Officer	Documents submitted to the decision maker
Sizes and Terms of Reference and Appointments to Committees for 2016/17 Non-Key	Council	19 May 2016		Leader of Council Graham Watts, Democratic Services Team Leader	Report (publication expected 11 May 2016)
Appointments to Outside, Joint and Other Member Bodies Non-Key	Council	19 May 2016		Leader of Council Graham Watts, Democratic Services Team Leader	Report (publication expected 11 May 2016)
Reappointment of Director of South Cambs Ltd Non-Key	Council	19 May 2016		Housing Portfolio Holder Alex Colyer, Executive Director, Corporate Services	Report (publication expected 11 May 2016)
Joint Annual Scrutiny and Overview and Partnerships Review Committee Report Non-Key	Council	19 May 2016		Cllr Roger Hickford, Cllr Ben Shelton Graham Watts, Democratic Services Team Leader	Report (publication expected 11 May 2016)
Major Opposition Group Leader's Annual Report	Council	19 May 2016		Cllr Bridget Smith	Report (publication expected 11 May 2016)

Key and non-key decisions expected to be made from 1 April 2016

Decision to be made	Decision Maker	Date of Meeting	Reason for Report to be considered in Private	Portfolio Holder and Contact Officer	Documents submitted to the decision maker
Non-Key					
Risk Management Strategy Non-Key	Corporate Governance Committee	24 June 2016		Finance and Staffing Portfolio Holder John Garnham, Principal Accountant (General Fund & Projects)	Report (publication expected 16 June 2016)
Flood and Water SPD Non-Key	Planning Portfolio Holder	07 June 2016		Planning Portfolio Holder Jonathan Dixon, Principal Planning Policy Officer (Transport) Jennifer Nuttycombe, Senior Planning Policy Officer	Report (publication expected 30 May 2016)
Position Statement 2015/16: Finance, Performance and Risk Non-Key	Cabinet	July 2016		Finance and Staffing Portfolio Holder John Garnham, Principal Accountant (General Fund & Projects)	Report (publication in month of July 2016)

Key and non-key decisions expected to be made from 1 April 2016

Decision to be made	Decision Maker	Date of Meeting	Reason for Report to be considered in Private	Portfolio Holder and Contact Officer	Documents submitted to the decision maker
				Richard May, Policy and Performance Manager	
Appointment to the Independent Remuneration Panel Non-Key	Council	21 July 2016		Leader of Council Graham Watts, Democratic Services Team Leader	Report (publication expected 13 July 2016)
Position Statement 2016/17: Finance, Performance and Risk (Q1) Non-Key	Cabinet	September 2016		Finance and Staffing Portfolio Holder John Garnham, Principal Accountant (General Fund & Projects) Richard May, Policy and Performance Manager	Report (publication date tbc)
Multi-Year Settlements and Efficiency Plans Non-Key	Cabinet	September 2016		Finance and Staffing Portfolio Holder Alex Colyer, Executive Director, Corporate Services, John Garnham, Principal Accountant (General Fund & Projects)	Report (publication date tbc)

Key and non-key decisions expected to be made from 1 April 2016

Decision to be made	Decision Maker	Date of Meeting	Reason for Report to be considered in Private	Portfolio Holder and Contact Officer	Documents submitted to the decision maker
Rural Settlements List 2017-18 Non-Key	Finance and Staffing Portfolio Holder	18 October 2016		Finance and Staffing Portfolio Holder Katie Brown, Revenues Manager	Report (publication expected 10 October 2016)