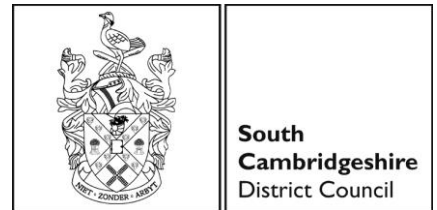


South Cambridgeshire Hall
Cambourne Business Park
Cambourne
Cambridge
CB23 6EA

t: 03450 450 500

f: 01954 713149

www.scambs.gov.uk



30 January 2017

To: Chairman – Councillor Tony Orgee
Vice-Chairman – Councillor Grenville Chamberlain
Members of the Scrutiny and Overview Committee – Councillors Kevin Cuffley,
David Bard, Henry Batchelor, Graham Cone, Jose Hales, 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 **TUESDAY, 7 FEBRUARY 2017** 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

Alex Colyer

Interim Chief Executive

The Council is committed to improving, for all members of the community, access to its agendas and minutes. If you have any specific needs, please let us know, and we will do what we can to help you.

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 9 November 2016 as a correct record. | 1 - 8 |
| 4. | Public Questions | |

- | | | |
|------------|--|----------------|
| 5. | Grass verge cutting
An update on grass verge cutting is attached. | 9 - 10 |
| 6. | Customer Contact Service Annual Performance 2016 - Performance Review | 11 - 16 |
| 7. | 2016-17 Third Quarterly Position Statement on Finance and Performance
Report to follow. | |
| 8. | Corporate Plan 2017-2022
Report to follow. | |
| 9. | Medium Term Financial Strategy, budget and council tax setting
This report will follow on 1 st February 2017 when it is published with the February Cabinet agenda. | |
| 10. | Shared Services Performance Reports
Report to follow. | |
| 11. | Work Programme and task and finish groups
To discuss the committee's work programme and the setting up of a task and finish group as discussed by the committee at its last meeting. | 17 - 30 |
| 12. | 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. | |
| 13. | To Note the Dates of Future Meetings
Tuesday 11 April 2017 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.

OUR LONG-TERM VISION

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

Notes to help those people visiting the South Cambridgeshire District Council offices

While we try to make sure that you stay safe when visiting South Cambridgeshire Hall, you also have a responsibility for your own safety, and that of others.

Security

When attending meetings in non-public areas of the Council offices you must report to Reception, sign in, and at all times wear the Visitor badge issued. Before leaving the building, please sign out and return the Visitor badge to Reception.

Public seating in meeting rooms is limited. For further details contact Democratic Services on 03450 450 500 or e-mail democratic.services@scambs.gov.uk

Emergency and Evacuation

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

- **Do not** use the lifts to leave the building. If you are unable to use stairs by yourself, the emergency staircase landings have fire refuge areas, which give protection for a minimum of 1.5 hours. Press the alarm button and wait for help from Council fire wardens or the fire brigade.
- **Do not** re-enter the building until the officer in charge or the fire brigade confirms that it is safe to do so.

First Aid

If you feel unwell or need first aid, please alert a member of staff.

Access for People with Disabilities

We are committed to improving, for all members of the community, access to our agendas and minutes. We try to take all circumstances into account but, if you have any specific needs, please let us know, and we will do what we can to help you. All meeting rooms are accessible to wheelchair users. There are disabled toilet facilities on each floor of the building. Infra-red hearing assistance systems are available in the Council Chamber and viewing gallery. To use these, you must sit in sight of the infra-red transmitter and wear a 'neck loop', which can be used with a hearing aid switched to the 'T' position. If your hearing aid does not have the 'T' position facility then earphones are also available and can be used independently. You can get both neck loops and earphones from Reception.

Toilets

Public toilets are available on each floor of the building next to the lifts.

Recording of Business and Use of Mobile Phones

We are open and transparent about how we make decisions. We allow recording, filming and photography at Council, Cabinet and other meetings, which members of the public can attend, so long as proceedings at the meeting are not disrupted. We also allow the use of social media during meetings to bring Council issues to the attention of a wider audience. To minimise disturbance to others attending the meeting, please switch your phone or other mobile device to silent / vibrate mode.

Banners, Placards and similar items

You are not allowed to bring into, or display at, any public meeting any banner, placard, poster or other similar item. Failure to do so, will result in the Chairman suspending the meeting until such items are removed.

Disturbance by Public

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

Smoking

Since 1 July 2008, South Cambridgeshire District Council has operated a Smoke Free Policy. No one is allowed to smoke at any time within the Council offices, or in the car park or other grounds forming part of those offices.

Food and Drink

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

Agenda Item 3

SOUTH CAMBRIDGESHIRE DISTRICT COUNCIL

Minutes of a meeting of the Scrutiny and Overview Committee held on
Wednesday, 9 November 2016 at 6.00 p.m.

PRESENT: Councillor Tony Orgee – Chairman
Councillor Grenville Chamberlain – Vice-Chairman

Councillors: David Bard Henry Batchelor
Grenville Chamberlain Graham Cone
Philippa Hart Bunty Waters
Anna Bradnam

Councillors Simon Edwards, Lynda Harford, Mark Howell, Peter Topping and Nick Wright were in attendance, by invitation.

Officers: Victoria Wallace Democratic Services Officer
Stephen Kelly Joint Director for Planning and Economic
Development
Julie Baird Head of Development Management
Alex Colyer Interim Chief Executive
Dawn Graham Benefits Manager
Mike Hill Health and Environmental Services Director
Julia Hovells Principal Accountant
Richard May Policy and Performance Manager

1. APOLOGIES

Apologies for absence were received from Councillors Kevin Cuffley and Jose Hales. Councillor Anna Bradnam was present as a substitute for Councillor Hales.

2. DECLARATIONS OF INTEREST

There were no declarations of interest. Councillor David Bard reminded the committee with regards to agenda item 6, that he was the Chairman of the Planning Committee.

3. MINUTES OF PREVIOUS MEETING

The minutes of the meeting held on 8 September 2016 were agreed as a correct record.

Matters arising were:

- Councillor David Bard referred to the issue of grass verge cuttings having transferred to the County Council without parish councils having been informed, which he had raised at the previous meeting and about which he had requested a report. A report was requested on this for the Scrutiny meeting scheduled for February 2017. The Director of Health and Environmental Services agreed to action this.

4. PUBLIC QUESTIONS

There were no public questions.

5. **CUSTOMER CONTACT SERVICE ANNUAL PERFORMANCE 2016 - PERFORMANCE REVIEW**

The Corporate and Customer Services Portfolio Holder and the Benefits Manager presented the report, which updated the committee on the performance of the Customer Contact Centre.

The fluctuation of performance statistics over the past year was noted and although the October performance figures looked good, given the fluctuation over the year further evidence was needed in order to prove the improvement was real.

The Portfolio Holder highlighted that Customer Contact Centre officers were very well trained and as such were recruited by other service areas within the Council, leaving the Contact Centre short staffed. Members were informed that apprenticeships would help to retain staff and plans were in place to maintain staffing levels in the event of Contact Centre staff being recruited by other service areas.

It was hoped that during the busy year end period in March and April, that with the over recruitment of staff and a move to e-forms, good performance would be maintained.

The length of time for calls to be answered by the Contact Centre was highlighted by committee members and acknowledged by the Portfolio Holder.

Members were informed that there were currently 17 Contact Centre staff members, though not all were on duty at the same time. Staff levels varied according to call loads.

Concern was raised over e-forms as not all residents had access to the internet. The Portfolio Holder advised that residents would still be able to talk to the Contact Centre and obtain hard copies of forms.

The committee was informed that calls to the Contact Centre were recorded for training purposes.

Consultation would take place with Members to gather views on how the service of the Contact Centre could be improved.

The committee was informed that the nature of the Contact Centre was different to private sector contact centres, due to the complex nature of some of the issues being dealt with, such as calls from residents struggling to pay rent or council tax for example.

The committee advised that in order to stop Members from calling the Contact Centre and adding to call volumes, they needed to have officers' direct dial telephone numbers. The Finance and Staffing Portfolio Holder advised that these numbers were available on the staff intranet. Committee members informed the Portfolio Holder that Members had been unable to access the intranet for some time.

It was advised that the Contact Centre should compare itself against the performance of other authorities' contact centres. The Portfolio Holder confirmed that this had not yet been done and agreed that this would be good practice.

The HR Manager added that 80% of calls were dealt with by the Contact Centre rather than by back office functions.

It was noted that the percentage of calls dealt with at the first point of contact was constant.

The Scrutiny and Overview Committee **NOTED** the report and requested a further update in May or June 2017.

6. PLANNING PERFORMANCE

The Joint Director of Planning and Economic Development and the Head of Development Management, presented the report which updated the committee on performance and service improvement within the Development Management Service.

The Joint Director of Planning and Economic Development was pleased to report continuing performance improvement, with performance remaining better than Government targets and above the threshold for designation. He was confident that the processes and protocols that had been put in place by the Head of Development Management and her team, would continue to improve performance.

977 backlog applications had reduced to 47. It was confirmed that October's performance for minor applications was 75% and not 37/79.

The current challenge around the five year land supply was highlighted. The committee was informed that land supply was at 4.1 years.

Validation was queried and the committee was informed that the clock started on an application once all the information to validate it according to the Town and Country Planning Act, was received. The committee was informed that thought was being given to making available in the public domain, performance information regarding the rate of valid applications submitted by agents.

Concern was raised regarding designation. The Joint Director of Planning and Economic Development informed the committee that clarity had been sought but had not been forthcoming regarding this. He advised the committee that the Council could be designated on the basis of performance relating to appeals rather than the speed of decision making. There was ongoing dialogue with the Planning Advisory Service regarding this. According to information provided by the Planning Advisory Service, designation would involve no more action than what was already being done by the service to improve performance.

Concern was raised regarding consultation responses from individuals being put in the public domain. The committee was informed that it was made clear to respondents that their details would be put online. It was advised that all Members needed to be made aware of this so that this information could be passed onto residents via their parish councils.

The Joint Director of Planning and Economic Development was asked how many out of time applications were taken to appeal on non-determination. This information was not available at the meeting but would be included as standard in future reports.

It was queried whether conditions could be applied to planning approvals whereby building must be carried out within a certain timescale. The committee was informed that representation had been made to Government regarding this, however it was explained that the issue with compulsory construction was the enforcement of these conditions.

The committee was informed that the building industry was facing challenges of lead-in times for building materials with bricks and tiles having to come from Germany, which delayed construction.

It was suggested that there should be monitoring of the delivery of schemes that had been approved, however the Joint Director of Planning and Economic Development advised that the law did not allow for this.

The committee **NOTED** the update and congratulated officers for the improvement in Development Management performance.

7. SHARED SERVICES

The Corporate and Customer Services Portfolio Holder introduced the report. Recruitment was highlighted as an issue in each of the shared services. The Leader of the Council pointed out to the committee that at the current stage in the development of shared services, the focus was on consolidating these services and recruiting to them.

Comments and discussion ensued:

- The Local Member for Meldreth referred to the heads of terms and the business plans for the shared services that had been presented to the committee earlier in the year, whilst highlighting the brevity of the latest report to the committee. The Local Member for Meldreth advised that there was evidence of a reduction in service, that was more significant than implied in the report in which this was described as 'anecdotal'. The Local Member gave the example of having on a number of occasions raised ICT service issues regarding the Good App, which had not been resolved.
- It was confirmed that the Lead Portfolio Holder and Director for shared services, were the Corporate and Customer Services Portfolio Holder and the Director of Health and Environmental Services.
- It was highlighted to the committee that by the nature of the ICT service, it was subject to staff turnover due to the prevalence of technology companies in Cambridge and London. In order to challenge this, the shared service offered varied work in order to attract and retain employees.
- It was acknowledged that it would take time for the ICT service to reach its performance potential and that this had not yet been achieved.
- It was confirmed that regular meetings took place regarding shared services. Public meetings of the Shared Services Joint Group had not yet taken place as the group had not yet been formally constituted.
- Members were informed that Tom Lewis had been in post since September 2016, as the Head of the Legal Shared Service. A permanent head of the shared ICT service was being recruited.
- Concern was expressed that should the planning service move to a shared service, performance could worsen as a result of this. In response to this, the Interim Chief Executive assured the committee that lessons learned from the development of the ICT, Legal and Building Control shared services would be applied to the planning shared service should this proceed. The main lesson learnt had been the importance of leadership and the need to recruit leaders first.

It was agreed that a shared service quarterly monitoring report would be presented at the meeting of the Scrutiny and Overview Committee scheduled for February 2017.

Members requested the following information be included in the report:

- Information regarding planned meetings of the Shared Services Joint Group.
- The structure of each shared service.
- The personnel and vacancies in each shared service.
- Roles and responsibilities of staff in each of the shared services.

The Committee **NOTED** the report.

8. HOUSING REVENUE ACCOUNT MEDIUM TERM FINANCIAL STRATEGY 2016/17

The Housing Portfolio Holder and the Business Manager/Principal Accountant presented the report which would be considered by Cabinet on 17 November 2016, in order to provide an update in respect of the financial position and forecasts for the Housing Revenue Account, allowing review of financial assumptions, approval of mid-year budgetary changes and agreement of the budgets strategy for 2017/18.

Members commended officers for the quality and content of the report, which reassured them that the Housing team was competently dealing with the Housing problems faced by the Council as a result of changes in Government legislation.

The annual loss of income of £1,834,000 due to the gap between actual and target rent levels was referred to. The committee was informed that the Council was doing everything within its power to exercise influence at a Government level, and that the only opportunity to move rents to the higher level was when properties became void.

Right to Buy receipts were queried. It was clarified that the Council's purchase of existing homes was separate to Ermine Street Housing and was with Housing Revenue Account funds.

The committee was informed that there was still a pipeline of build schemes that would come forward despite ambitions having to be reduced significantly.

The clarity of Appendix B which clearly set out the assumptions for inflation, was commended by Members.

The Housing Portfolio Holder and Housing Team were congratulated for their work. The Portfolio Holder acknowledged the hard work of the previous Housing Portfolio Holder, which had led to this.

The Scrutiny and Overview Committee thanked officers for the report and **ENDORSED** the recommendations to Cabinet, which were that Cabinet:

- a) Approve the HRA Medium Term Financial Strategy, to include:
 - changes in financial assumptions as detailed in Appendix B to the HRA MTFS
 - mid-year revenue budget changes, as detailed in Appendix D to the HRA MTFS, which impact future forecasts for the HRA.
 - mid-year capital budgets changes, as detailed in Appendix E to the HRA MTFS
 - update to the new build schemes included in the Housing Capital Investment Plan, incorporation of the latest budgetary figures in respect of new build schemes, and re-phasing of expenditure in line with anticipated build timetables
 - changes in anticipated receipt and use of capital resources for the HRA, as included in Appendix H to the HRA MTFS
 - recognition of the delegated decision to acquire a number of existing market homes, thus utilising retained right to buy receipts with the required timescales

9. 2016-17 SECOND QUARTERLY POSITION STATEMENT ON FINANCE, PERFORMANCE AND RISK - REPORT TO FOLLOW

The Finance and Staffing Portfolio Holder presented the financial aspects of the 2016-17 Second Quarterly Position Statement on Finance, Performance and Risk, and was pleased to report that the Council was in a good position.

The Corporate and Customer Services Portfolio Holder presented the performance aspects of the position statement.

The Council's Strategic Risk Register was discussed and comments from Members were:

- Clarification was sought regarding strategic risk STR03 'Illegal traveller encampments or developments'. The Portfolio Holder confirmed that no new traveller sites would need to be brought forward following the change in definition of gypsies and travellers and due to the over provision of sites in the district. Concern was raised that it may be complacent not to consider the need to provide encampments for gypsies and travellers a risk, given the difficulty in doing so should the need arise. The Finance and Staffing Portfolio Holder agreed that this should remain a strategic risk for the time being and would propose this to Cabinet.
- The Gypsy and Traveller Needs Assessment (GTNA) was discussed and the Local Member for Shepreth applauded the travelling showmen in Meldreth for having engaged in the process of the development of the GTNA.
- Concern was raised regarding the recent change in the definition of gypsies and travellers, that should the Council ever be expected to enforce this that some older people who did not fit the new definition would be forced into accommodation elsewhere. The Finance and Staffing Portfolio Holder assured the committee that this was not something that he could ever support.
- The appearance of Devolution on the strategic risk register was welcomed. It was confirmed that the current status of the risk should remain green as this reflected the direction of travel. If Devolution were to be agreed by Council, further risks would emerge regarding the delivery of Devolution.
- Concern was raised regarding access to primary care services in growth areas and members were pleased to see that this featured on the risk register as a concern. Whilst funding had been available for the provision of primary care services, gaining agreement from NHS England had been challenging. The Director of Health and Environmental Services informed the committee that the Council was starting to see better engagement from NHS England. The Interim Chief Executive informed the committee that a multi-agency project team working across growth sites was in place, and NHS England was involved in this.

The Committee noted the report.

10. PRIORITIES FOR THE CORPORATE PLAN 2017-2022

The Corporate and Customer Services Portfolio Holder presented the report which set out the priorities for the Corporate Plan 2017-2022. The Committee reviewed the Corporate Plan.

The committee was assured that within the living well objective, the Council acknowledged the prevention of loneliness amongst the elderly population as an important issue, which it was addressing. Specific reference to this in the document

would be considered.

Homelessness was discussed. Members expressed appreciation for the extensive efforts of Council officers to prevent homelessness through early intervention. The committee was informed of a Bill passing through Parliament into which some of the Council's good practice in housing was being fed.

The need to deliver transport infrastructure projects was raised, as it was felt that such projects were crucial to the area as congestion would only worsen as more homes were built. The Leader of the Council highlighted that one of the key aspects of Devolution was the delivery of key infrastructure, which was also vital to the delivery of the Local Plan.

11. MEDIUM TERM FINANCIAL STRATEGY - REPORT TO FOLLOW

As the report had been unavailable in time for the meeting, this item was not discussed. Members were reminded that this would be discussed at Cabinet on 17 November 2016, which all members could attend to raise any issues.

12. WORK PROGRAMME

The committee's work programme was discussed:

It was agreed that a Shared Services quarterly monitoring report should be presented to the committee at its February 2017 meeting.

The Chairman asked committee members if there were any areas they would like to look at in more detail. Members agreed that they would like to look at Ermine Street Housing as a discreet piece of work and would set up a working group to take this forward. A terms of reference for such a group would be drafted and members selected for the group. It was agreed that committee substitutes could be members of the working group. Councillors Chamberlain and Bard expressed initial interest in being members of the working group.

13. MONITORING THE EXECUTIVE

Councillor Hart informed the committee of the Finance and Staffing Portfolio Holder meeting that she had attended.

14. TO NOTE THE DATES OF FUTURE MEETINGS

The next meeting would take place on 7 Tuesday February 2017 at 6pm.

The Meeting ended at 8.26 p.m.

This page is left blank intentionally.



Report To: Scrutiny Committee Report
Lead Officer: Anita Goddard

7 February 2017

Grass Verge Cutting

Purpose

1. To respond to a question posed as to why the Parish Councils were not consulted when Cambridgeshire County Council assumed their responsibility for cutting their grass verges.

Recommendations

2. It is recommended that the committee accepts the response to the question and considers whether an additional line in report templates to aid officers in considering and addressing Parish needs is undertaken.

Reasons for Recommendations

3. To assist officers to consider Parish Council needs

Background

4. A question was raised at Scrutiny Committee as to why the Parishes had not been consulted about Cambridgeshire County Council (CCC) cutting the grass verges for which they are responsible.
5. In 2015 the Council agreed to procure a grounds maintenance contract with CCC. The Councils existing contract that was at an end and CCC wanted to procure a contract that encompassed the guided bus route and the park and ride stations.
6. During the course of the exercise it became clear when maps were overlaid that the Council was actually cutting grass that was the responsibility of CCC.
7. CCC assumed this responsibility within an agreed time frame in November 2015 however it was not recognised at that point that the cutting schedules would be less frequent than that undertaken by the Council. This would have become apparent during the growing season of 2016.

Considerations

8. The impact of not cutting the verges was seen as of benefit to the Council as it would no longer be carrying out work that it was not responsible for. There was at the time no consideration given to the Parish Councils as they have no legal interest in the land.

Report Author: Anita Goddard – Head of Housing and Property Services
Telephone: (01954) 713040

This page is left blank intentionally.

Agenda Item 6



South
Cambridgeshire
District Council

Report To: Scrutiny and Overview Committee 4 February 2017
Lead Officer: Head of People & Organisational Development

Customer Contact Service Annual Performance 2016 – Performance Review

Purpose

1. To present to Scrutiny and Overview Committee the annual performance report for 2016 (**Appendix A**) for information and comment.

Recommendations

2. It is recommended that the information provided in therefor be noted, in particular the improvement in performance in the 3rd quarter of 2016/2017.

Reasons for Recommendations

3. The report provides the annual review of the operational performance of the Customer Contact Service from 1 January 2016 until 31 December 2016 inclusive.

Background

4. Scrutiny and Overview Committee have conducted annual review of the operational performance of the Customer Contact Service since the service returned to in house in December 2012
5. The Customer Contact Service was launched in December 2012 and, whilst performance in terms of the number of calls answered and resolved at first point of contact has been consistently good, the performance for number of calls answered has been variable.
6. The service has been very successful in the recruitment of enthusiastic, dynamic and able staff who over a period have secured roles within the council as part of back office teams.
7. There is a work plan (see 12 below) which is being implemented within the service to improve the long-term performance of the team. This has many elements which means the performance of the team will improve incrementally as each part of the plan is completed.

Considerations

8. As already noted in 6 above the Customer Contact Service has been successful at recruiting excellent staff who progress their career is local government by taking roles with other areas of the organisation. There have been opportunities within the Contact Centre Team for career progression this year with two Team Leader vacancies. Following a recruitment and selection process this resulted in both roles been secured internally by Customer Contact Advisors who are keen to progress their local government careers.

9. It is proposed to establish a formal apprenticeship in Customer Services in line with the corporate apprenticeship programme. The Contact Centre would provide an ideal opportunity for this career option to be delivered and provide staff on training agreements who would be employed within the Customer Contact Centre for fixed periods of time.
10. The responsibility for postal services will transfer from the Revenues Team to the Customer Contact Service from the beginning of February 2017 following the retirement of the current post holder.
11. Following a recruitment and selection process two new staff have been appointed to a joint role which covers Postal Duties and Customer Contact Advisor duties. It is expected that these roles will provide additional support as they will take calls within the Contact Centre during the busier times (Mornings before post is delivered and early afternoon before post is dispatched).
12. The Councils "Digital by Default" project is already providing online forms; the next stage of the project will provide more options via the website for residents to access council services. The Revenues project is a key project and will shortly commence and is likely to be fully implemented by the end of 2017.
13. It is expected that following the completion of the project with some active promotion of self service options that the number of calls to the contact centre can be reduced significantly; currently call volumes for revenues and benefits amount to around 30% of the total call volume (3000-4000 calls monthly).
14. The Digital by Default corporate project will enable incremental performance improvement in the Customer Contact Service as service areas embrace and enable residents to access their services using electronic means.
15. **Customer Contact Service Work Plan**

Completed since November 2016:

- Advanced Call Coaching has commenced and continues for all advisors
- Training of Environmental Health resources team to take calls during peaks
- Recruitment of two new staff for twin Postal/Customer Advisor Role

The work plan has several parts to this plan and is agile as work is completed and new opportunities identified.

Current Plan

- Complete the review and refresh business processes for handling calls for all service areas with aim to reduce processes and minimise the administration time
- Review of options with current telephony provider to manage calls more effectively during busy periods.

- Investigate alternative options to provide overflow call handling in times of peak demand periods.
 - Contribute to corporate wide strategy to encourage greater website take up from those residents who can use online service options
 - Implement a digital reception service to improve customer service
 - Contribute to the Review of Reception and Public Meeting Room Accommodation
 - Implement corporate postal arrangements and work with service areas to reduce paper mail and increase email and digital options
16. The Customer Contact Service operational performance is demonstrating an ongoing improvement. This follows a reduction to performance during the 2nd quarter of 2016/2017 because of staff vacancies and annual leave which can be seen in **Appendix A**. This table shows performance for both 2015 and 2016.
- The key improvements are:-
- a) Call answered times have reduced and have been at target since October 2016
 - b) Call abandonment level rate has reduced
 - c) Calls dealt at first point of contact percentage continues to exceeds the target of 80%.
17. Whilst there is an ongoing improvement in performance of the Customer Contact Service there are opportunities to expand the scope and complexity of transactions taken and increase the number of calls which can be dealt with at first point of contact.

Implications

18. 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: -

Effect on Strategic Aims

An innovative and dynamic organisation- Adopt a more commercial and business-like approach to ensure that we can continue to deliver the best possible service at the lowest cost.

19. The in-house customer contact service is providing a service to residents at substantially reduced cost; the current changes to the contact centre and reception are providing a continuously improving service to our residents including an increase in the percentage of calls being handled. The service will look to build on this improvement further and actively promote self-service options to residents as service areas provide digital access to residents.

Report Author: Dawn Graham – Benefits Manager
Telephone: (01954) 713085

This page is left blank intentionally.

Appendix A Contact Centre Performance

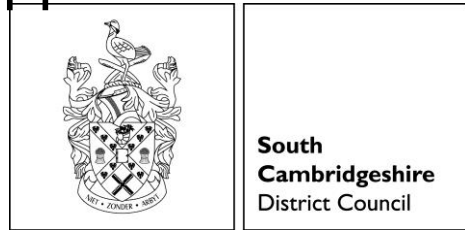
2015/16	JAN	FEB	MARCH	APRIL	MAY	JUNE	JULY	AUG	SEPT	OCT	NOV	DEC
Total Calls	13575	11574	17227	16839	12691	12344	13302	11347	14462	13623	12739	9840
Handled number	12089	10024	12930	11114	10123	11049	12194	10295	12426	11926	10947	8994
Handled percentage	89%	87%	75%	66%	80%	90%	92%	91%	86%	88%	86%	91%
Abandoned number	1477	1547	4295	5725	2568	1295	1108	1052	2036	1697	1792	846
Abandoned percentage	11%	13%	25%	34%	20%	10%	8%	9%	14%	12%	14%	9%
Number dealt with at first point of contact	10107	8250	10981	9380	8321	8981	9696	8259	9919	9338	8769	7437
Percentage dealt with at first point of contact	84%	82%	85%	84%	82%	81%	80%	80%	80%	78%	80%	83%
Average call answer time	00:02:56	00:02:32	00:03:33	00:04:45	00:02:44	00:01:31	00:01:10	00:01:17	00:02:05	00:01:51	00:02:09	00:01:09
Average Call duration	00:03:45	00:04:21	00:04:49	00:04:26	00:04:21	00:04:41	00:04:40	00:04:21	00:04:59	00:04:53	00:04:38	00:04:16
Average Wrap (admin time)	00:04:55	00:03:48	00:02:43	00:02:40	00:02:19	00:02:32	00:02:19	00:02:17	00:02:36	00:02:26	00:02:35	00:02:28
Average handling time	00:08:40	00:08:09	00:07:32	00:07:06	00:06:41	00:07:14	00:06:59	00:06:38	00:07:36	00:07:18	00:07:13	00:06:44

2016/17	JAN	FEB	MARCH	APRIL	MAY	JUNE	JULY	AUG	SEPT	OCT	NOV	DEC
Total Calls	13042	12168	14627	15803	15026	16900	13601	16134	14216	12387	12299	9016
Handled number	10559	9869	11270	12612	11039	11496	8860	9415	10763	10830	10921	8191
Handled percentage	81%	81%	77%	80%	73%	68%	65%	58%	76%	87%	89%	91%
Abandoned number	2483	2299	3357	3191	3987	5404	4741	6719	3462	1557	1378	824
Abandoned percentage	19%	19%	23%	20%	27%	32%	35%	42%	24%	13%	11%	9%
Number dealt with at first point of contact	8719	8286	9082	10031	8685	9496	7353	7614	8715	8854	9026	6793
Percentage dealt with at first point of contact	83%	84%	81%	80%	79%	83%	83%	81%	81%	82%	83%	83%
Average call answer time	00:02:48	00:03:14	00:03:25	00:03:38	00:04:45	00:06:08	00:06:46	00:08:45	00:04:05	00:01:58	00:01:46	00:01:15
Average Call duration	00:04:43	00:04:44	00:04:33	00:05:12	00:04:49	00:05:11	00:05:00	00:05:08	00:05:25	00:05:05	00:04:57	00:04:17
Average Wrap (admin time)	00:02:43	00:02:41	00:02:35	00:02:39	00:02:31	00:03:09	00:03:10	00:02:58	00:03:05	00:02:55	00:02:55	00:02:40
Average handling time	00:07:27	00:07:25	00:07:08	00:07:51	00:07:20	00:08:19	00:08:10	00:08:06	00:08:30	00:08:00	00:07:52	00:06:57

call target

This page is left blank intentionally.

Agenda Item 11



REPORT TO: Scrutiny and Overview Committee

7 February 2017

LEAD OFFICER: Head of People and Organisational Development

WORK PROGRAMME 2016/2017

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**.
5. The Notice of Key and Non Key Decisions is attached at **Appendix C**.

Considerations

The four principles of effective scrutiny

6. 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.
7. Members are asked to give due consideration to these principles when carrying out their role on the Scrutiny and Overview Committee.

Work Programming

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.

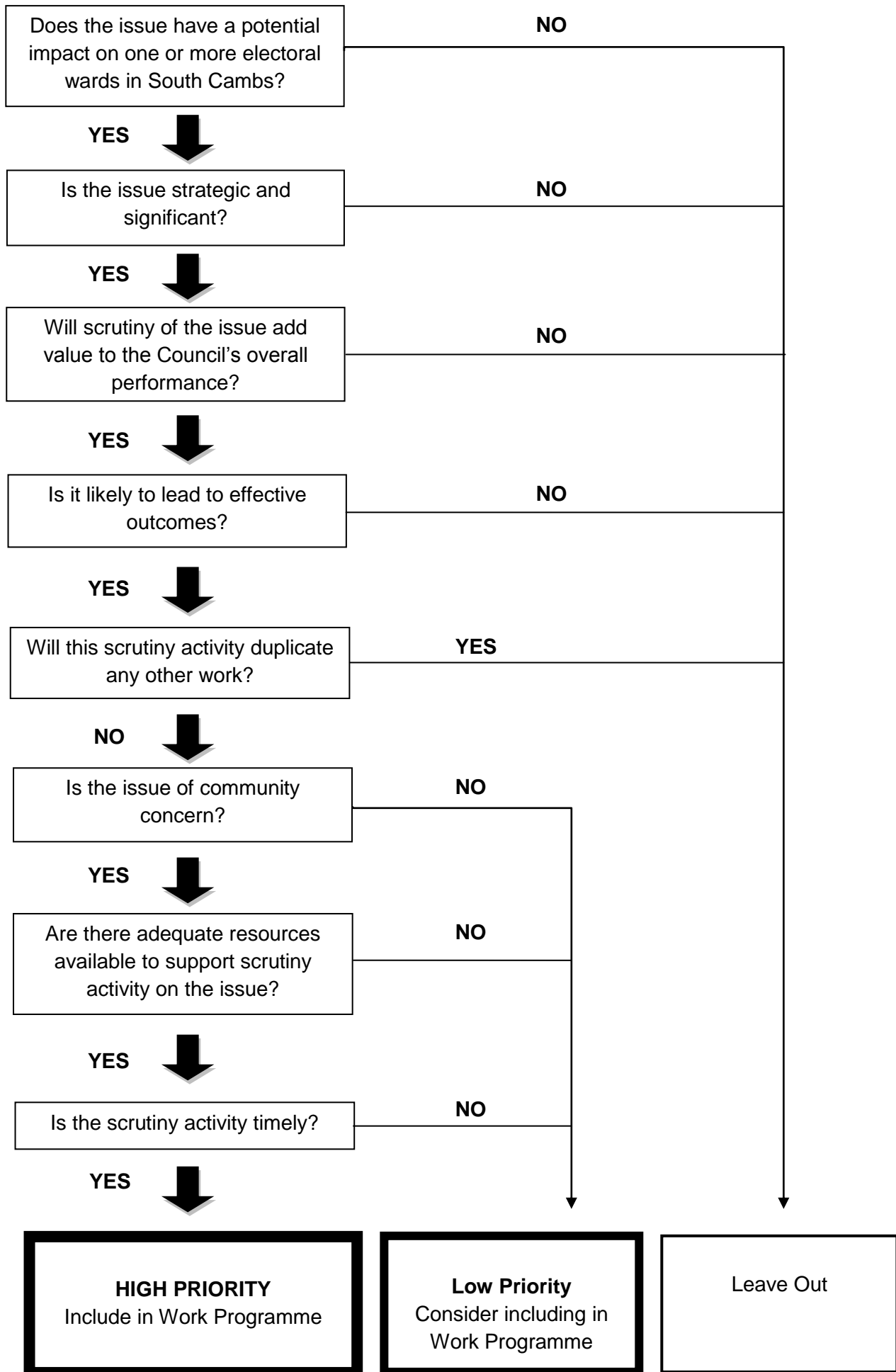
Report Author: Victoria Wallace – Democratic Services Officer
Telephone: (01954) 713036

Scrutiny and Overview Committee – Work Programme

Date of meeting	Title of Report
11 April 2017	Quarterly Position Report on Finance, Performance and Risk
July 2017	Customer Contact Centre Performance
	2016/17 4 th Quarterly and year end position report
September 2017	2017/18 1 st quarterly position report
November 2017	2017/18 2 nd quarterly position report

This page is left blank intentionally.

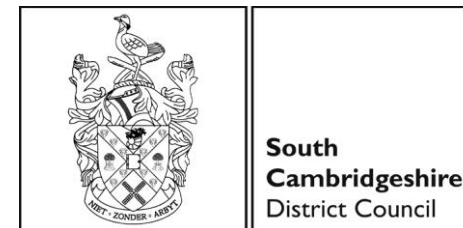
Scrutiny Work Programme Prioritisation Tool



This page is left blank intentionally.

NOTICE OF KEY DECISIONS

To be taken under the Local Authorities (Executive Arrangements) (Meetings and Access to Information) (England) Regulations 2012 from 17 January 2017



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:

- Page 23
- (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) In 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 Peter Topping
Councillor Nick Wright
Councillor Francis Burkitt
Councillor Simon Edwards
Councillor Robert Turner
Councillor Lynda Harford
Councillor Mark Howell
Councillor Tim Wotherspoon

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

Key and non-key decisions expected to be made from 17 January 2017

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 Domestic Rates Discretionary Rate Relief Policy Key	Finance and Staffing Portfolio Holder	17 January 2017		Finance and Staffing Portfolio Holder Katie Brown, Revenues Manager	Report (publication expected 09 January 2017)
Write Offs Key	Finance and Staffing Portfolio Holder Finance and Staffing Portfolio Holder	17 January 2017 18 April 2017		Finance and Staffing Portfolio Holder Sally Smart, Principal Accountant Financial & Systems	Report (publication expected 09 January 2017) Report (publication expected 10 April 2017)
Treasury Management Quarterly Investment Review Non-Key	Finance and Staffing Portfolio Holder Finance and Staffing Portfolio Holder	17 January 2017 18 April 2017		Finance and Staffing Portfolio Holder Sally Smart, Principal Accountant Financial & Systems, Caroline Ryba, Head of Finance Alex Colyer, Interim Chief Executive	Report (publication expected 09 January 2017) Report (publication expected 10 April 2017)
Revenues and Benefits Quarterly Performance	Finance and Staffing Portfolio Holder	17 January 2017		Finance and Staffing Portfolio Holder	Report (publication expected 09 January 2017)

Page 25 of 25

Key and non-key decisions expected to be made from 17 January 2017

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
Report Non-Key	Finance and Staffing Portfolio Holder	18 April 2017		Katie Brown, Revenues Manager	2017) Report (publication expected 10 April 2017)
LGA Peer Review Non-Key	Cabinet	19 January 2017		Leader of Council Richard May, Policy and Performance Manager	Report (publication expected 11 January 2017)
Local Government Finance Settlement Update Non-Key	Cabinet	19 January 2017		Finance and Staffing Portfolio Holder Caroline Ryba, Head of Finance	Report (publication expected 11 January 2017)
Review of procedures for neighbourhood planning Non-Key	Cabinet	19 January 2017		Planning Portfolio Holder Alison Talkington, Senior Planning Policy Officer	Report (publication expected 11 January 2017)
Internal Audit Shared Service Non-Key	Cabinet	19 January 2017		Corporate and Customer Services Portfolio Holder	Report (publication expected 11 January 2017)

Key and non-key decisions expected to be made from 17 January 2017

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
				Mike Hill, Health and Environmental Services Director	
Localised Council Tax Support Scheme Non-Key	Council	26 January 2017		Finance and Staffing Portfolio Holder Dawn Graham, Benefits Manager	Report (publication expected 18 January 2017)
Annual Pay Policy Statement Non-Key	Council	26 January 2017		Leader of Council Susan Gardner Craig, Human Resources Manager	Report (publication expected 18 January 2017)
Action Plan for Housing Delivery Non-Key	Cabinet	09 February 2017		Planning Portfolio Holder Caroline Hunt, Planning Policy Manager, Julie Baird, Head of Development Management	Report (publication expected 01 February 2017)
Strategic Risk Register	Cabinet	09 February 2017		Corporate and Customer Services	Report (publication expected 01 February)

Key and non-key decisions expected to be made from 17 January 2017

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				Portfolio Holder Suzy Brandes, Principal Accountant (General Fund & Projects)	2017)
Medium Term Financial Strategy (General Fund Budget 2017/18 including Council Tax setting), Housing Revenue Account (including Housing rents), Capital Programme and Treasury Management Strategy Key	Cabinet Council	09 February 2017 23 February 2017		Finance and Staffing Portfolio Holder Caroline Ryba, Head of Finance, Suzy Brandes, Principal Accountant (General Fund & Projects)	Report (publication expected 01 February 2017) Report (publication expected 15 February 2017)
Corporate Plan Priorities 2017-2022 Key	Cabinet Council	09 February 2017 23 February 2017		Corporate and Customer Services Portfolio Holder Richard May, Policy and Performance Manager Suzy Brandes, Principal Accountant (General	Report (publication expected 01 February 2017) Report (publication expected 15 February 2017)

Key and non-key decisions expected to be made from 17 January 2017

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
				Fund & Projects)	
Quarterly Position Statement on Finance, Performance and Risk Non-Key Page 29	Cabinet Cabinet	09 February 2017 July 2017		Finance and Staffing Portfolio Holder Richard May, Policy and Performance Manager, Suzy Brandes, Principal Accountant (General Fund & Projects)	Report (publication expected 01 February 2017)
Swavesey Byways Rate Non-Key	Council	23 February 2017		Environmental Services Portfolio Holder Rob Mungovan, Ecology Consultancy Officer and Awarded Watercourses Supervisor	Report (publication expected 15 February 2017)
Pay and Reward Review Key	Finance and Staffing Portfolio Holder	18 April 2017		Finance and Staffing Portfolio Holder Susan Gardner Craig, Human Resources Manager	Report (publication expected 10 April 2017)

Key and non-key decisions expected to be made from 17 January 2017

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
Planning Shared Service Non-Key	Cabinet	20 April 2017		Planning Portfolio Holder Stephen Kelly, Joint Director for Planning and Economic Development	Report (publication expected 12 April 2017)