

South Cambridgeshire Hall
Cambourne Business Park
Cambourne
Cambridge
CB23 6EA

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



29 June 2017

To: Councillor Nick Wright, Portfolio Holder

Henry Batchelor
Jose Hales

Scrutiny Monitor & Opposition Spokesman
Opposition Spokesman

Dear Sir / Madam

You are invited to attend the next meeting of **BUSINESS AND CUSTOMER SERVICES PORTFOLIO HOLDER'S MEETING**, which will be held in **COUNCIL CHAMBER, FIRST FLOOR** at South Cambridgeshire Hall on **FRIDAY, 7 JULY 2017** at **10.00 a.m.**

Yours faithfully
Alex Colyer
Interim Chief Executive

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

AGENDA		PAGES
PROCEDURAL ITEMS		
1.	Declarations of Interest	
2.	Minutes of Previous Meeting The Portfolio Holder is asked to sign the minutes of the meeting held on 29 January 2016 as a correct record.	1 - 4
DECISION ITEMS		
Exclusion of Press and Public <i>The press and public are likely to be excluded from the meeting during the consideration of the following item.</i> <i>The report contains exempt information during which the public is likely to be excluded from the meeting by virtue of paragraph 3 of Part 1 of Schedule 12A of the Local Government Act 1972, subject to determination by the portfolio holder.</i> <i>In accordance with the provisions of Section 100A(2) of the Local Government Act 1972 the information in Appendix A, the document from the Council's consultant, and in Appendix B the document from the Tree Community Ltd, requires the Council to exclude the public from a meeting as confidential information would be disclosed to them in breach of the obligation of confidence.</i>		
3.	Compulsory Purchase Order - The Tree Public House, Stapleford Member of the public will be invited to make representations before the Committee goes into confidential session.	5 - 74

INFORMATION ITEMS

- | | | |
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| 4. | 2017-18 Performance Indicators for the Business & Corporate Customer Services Portfolio Holder | 75 - 76 |
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STANDING ITEMS

- | | | |
|-----------|---------------------|----------------|
| 5. | Forward Plan | 77 - 78 |
|-----------|---------------------|----------------|

The Portfolio Holder will maintain, for agreement at each meeting, a Forward Plan identifying all matters relevant to the Portfolio which it is believed are likely to be the subject of consideration and / or decision by the Portfolio Holder, or recommendation to, or referral by, the Portfolio Holder to Cabinet, Council, or any other constituent part of the Council. The plan will be updated as necessary. The Portfolio Holder will be responsible for the content and accuracy of the forward plan.

- | | |
|-----------|-----------------------------|
| 6. | Date of Next Meeting |
|-----------|-----------------------------|

The next meeting will be held on Friday 8 September at 10am.

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

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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.

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Agenda Item 2

SOUTH CAMBRIDGESHIRE DISTRICT COUNCIL

Minutes of the Corporate and Customer Services Portfolio Holder's Meeting held on
Friday, 29 January 2016 at 10.00 a.m.

Portfolio Holder: Peter Topping

Councillors in attendance:

Scrutiny and Overview Committee monitors and Opposition spokesmen: Henry Batchelor

Opposition spokesmen: Jose Hales

Also in attendance: Lynda Harford

Officers:

Patrick Adams	Senior Democratic Services Officer
Alex Colyer	Executive Director, Corporate Services
Sonia Constant	Senior Web & Graphics Officer
Matt Hudson	Senior Information Management Officer
Richard May	Policy and Performance Manager
Alex Young	ICT Support Services Manager

1. DECLARATIONS OF INTEREST

None.

2. MINUTES OF PREVIOUS MEETING

The minutes of the meeting held on 23 October 2015 were agreed as a correct record.

3. UPDATE ON IT SECURITY

The Senior Information Management Officer introduced this item on the Council's ICT security policy and guidelines by explaining that a meeting would be held subsequent to transition to 3C ICT with representatives of Cambridge City and Huntingdon District Councils to discuss the aim of having one joint security policy. The Portfolio Holder supported the need for consistency, especially with regard to responding to Freedom of Information Act requests.

Concerns were expressed regarding the need to share data with other authorities, who might not keep it secure. The Senior Information Management Officer explained that the three councils remained three separate local authorities, with their own responsibilities for complying with the law, and that all were signatories to the Cambridgeshire & Peterborough Information Sharing Framework. The Executive Director explained that there was an opportunity for all three authorities to share best practice and learn from each other.

The Executive Director reported that in December the Council had passed an ICT audit health check, which was an external validation of the Council's policies and practices. This was an annual check and the Council would be assessed again in December 2016. The Executive Director expressed his thanks to the ICT Support Services Manager.

It was noted that the increased sensitivity regarding the quarantining of e-mails was in direct response to a virus being received by the Council. The ICT Support Services

Manager explained that having multiple full stops in a document's filename increased its chances of being quarantined.

The Corporate and Customer Services Portfolio Holder requested a progress report on the aim of producing a joint ICT security policy at his next meeting in April.

4. UPDATE ON SHARED SERVICES FOR IT AND LEGAL (REPORT TO FOLLOW)

Documents were regarding both the Shared Services project for IT and the Shared Services for Legal were circulated at the meeting.

Shared Services for IT

A structure chart was distributed at the meeting. Following the retirement of the Head of ICT on 31 January 2016 a new joint Head of ICT would need to be employed. The Executive Director explained that there were more vacant positions than existing staff within the structure and so it was hoped that there would be no redundancies.

It was suggested that the Council should host the back-up server as it was located some distance from the other councils' servers, making it more likely to survive some external disaster that could affect both of the other servers due to their proximity.

Discussions were being held regarding service desk consolidation between this authority and Huntingdon District Council. Cambridge City Council were contracted to Northgate for the next 18 months.

Shared Services for Legal

The departure of this Council's Head of Legal Services and the current vacancy at Huntingdonshire District Council meant that the Joint Head of Legal position would be ring-fenced for the current post holder at Cambridge City Council. The Employment Committee had recommended Shirley Tracey as the new Monitoring Officer to full Council.

All cases would have to be migrated onto one case management system called iKen. Disappointment was expressed at the fact that e-mails were likely to finish ".org" instead of "gov.uk".

Councillor Lynda Harford stated that it was vital that councillors had access to legal advice and expressed concern regarding the capacity of the new arrangements. The Executive Director explained that the shared services arrangements ensured that desks were occupied in the office and resources were well managed.

5. UPDATE ON DIGITAL BY DEFAULT (REPORT TO FOLLOW)

The Senior Web and Graphics Officer explained that the report under discussion had been discussed by Executive Management Team on 13 January 2016.

It was noted that the Council's website was not part of the shared service, although officers had been liaising with Cambridge City Council in an effective example of cross council co-operation.

The Corporate and Customer Services Portfolio Holder expressed his satisfaction with the new website, which was a visual improvement and easier to navigate. External feedback on the new website had also been positive.

The Senior Web and Graphics Officer explained that the aim was to encourage more service users to go online to reduce the number of phone calls, which would then make it

easier for those residents who were unable to go online to contact the authority by phone.

The Senior Web and Graphics Officer agreed to liaise with Councillor Hales regarding an application designed by a resident of Sawston, which automatically informed residents when they needed to put out their wheeled bins.

The Community and Customer Services Portfolio Holder thanked officers for responding positively to concerns raised by Councillor Douglas de Lacey. The responses were circulated at the meeting.

6. CORPORATE PLAN 2016-2021

The Customer and Services Portfolio Holder expressed his support for the new simplified format for the Corporate Plan, which still required full Council's approval. He agreed to discuss with Councillor Francis Burkitt, the Greater Cambridge City Deal Portfolio Holder, whether "strategic transport improvements" should be moved up to first on the list of "what we will do to achieve objectives". It was noted that Cabinet were responsible for achieving the objectives in the Plan.

Councillor Hales suggested that increasing the funding of warden controlled schemes would be cost effective, especially in terms of keeping residents out of hospital and residential care. It would also be consistent with Corporate Plan's intention to "support our residents to stay in good health as they grow older, with access to the services they need."

The Corporate and Customer Services Portfolio Holder **NOTED** the Corporate Plan 2016-21.

7. FORWARD PLAN

The Corporate and Customers Services Portfolio Holder stated that he would keep the Forward Plan under review.

8. DATE OF NEXT MEETING

It was noted that future meetings would be held if there was sufficient business.

The Meeting ended at 11.45 a.m.

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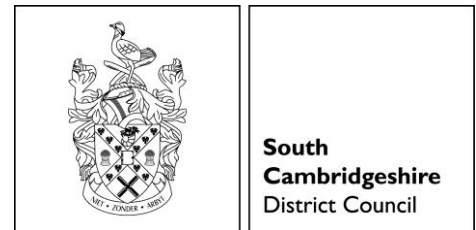
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Agenda Item 4



REPORT TO: Business and Customer Services
Portfolio Holder

7 July 2017

LEAD OFFICER: Executive Director (Corporate Services)

2017-2018 Key Performance Indicators (KPIs) for the Business and Customer Services Portfolio

Purpose

1. To endorse Key Performance Indicators and associated target and intervention levels for the Business and Customer Services Portfolio for 2017-2018.
2. This is not a key decision.

Recommendations

3. The Portfolio Holder is recommended that to consider, comment upon and endorse the indicators set out in paragraph 7 below, and accompanying target and interventions levels for 2017-2018, as recommended by Corporate Management Team (CMT).

Reasons for Recommendations

4. The indicators presented for endorsement within this report form of a wider suite of KPIs, providing a strategic overview of organisational health. The indicators are monitored by Cabinet on a quarterly basis as part of Position Reports on Finance, Performance and Risk.
5. The identification and agreement by CMT and Cabinet of a suite 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.
6. This report is concerned with quantitative key performance measures relating to the customer service element of the Portfolio. Quarterly Position Reports combine qualitative performance data with progress updates towards the achievement of Corporate Plan priorities and associated finance and risk information, to provide an integrated view of performance.

Considerations

7. The Council's Corporate Management Team (CMT) recommended the following Key Performance Indicators for the Business and Customer Services Portfolio for 2017-2018:

Measure	Lead Officer (PI Owner)	2016-2017 performance	2017-2018 target	2017-2018 intervention
% calls to the Contact Centre not abandoned	Dawn Graham	77.9%	85%	80%
Contact Centre Average call answer time	Dawn Graham	3 minutes 52 seconds	Two minutes	Three minutes
% of formal complaint responses sent within timescales	Rachael Fox-Jackson	62%	80%	70%

8. Targets for 2017-2018 represent minimum acceptable performance levels. Interventions represent levels below/above which performance becomes a matter for serious concern, likely to require concerted remedial action. The following factors were taken into account into defining the above target and intervention levels:
- Past performance
 - Current performance, and the extent to which improvement is required, and
 - Political, economic, social, technological, legal and environmental factors likely to influence service delivery over the next year, particularly resource considerations.
9. CMT considered that the following key performance indicators, measured during 2016/17, should be removed from the suite of key performance indicators as they were considered to be more suitable as operational service indicators:
- Number of completed E-forms received;
 - Number of instances of critical feedback received through website surveys.

Options

10. The Portfolio Holder is invited to consider whether the indicators and accompanying target and intervention levels provide meaningful quantitative measures of performance for use in strategic decision-making, and whether additional key performance indicators may be required.

Implications

11. There are no direct implications arising from this report and recommendations.

Effect on Strategic Aims

12. 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: Corporate Plan 2017-2022

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

Corporate and Customer Services Portfolio Holder – Forward Plan 2017

Month	For decision			For information		
	Portfolio Holder	Scrutiny	Cabinet	Portfolio Holder	Scrutiny	Cabinet
September				Travel for Work Plan Update	2017/18 First Quarter Position Report Shared Services Performance (tbc)	2017/18 First Quarter Position Report*
October	Business Plan priorities for 2018-19					
November		Corporate Plan 2018-2023 (consultation draft)	Corporate Plan 2018-2023 (consultation draft)		2017/18 Second Quarter Position Report Shared Services Performance (tbc)	2017/18 Second Quarter Position Report*
December						

*Approve Strategic Risk Register

3C Shared ICT Service – ICT Strategy – date tbc.

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