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12 February 2018

To: Councillor Nick Wright, Portfolio Holder

Henry Batchelor
Jose Hales
Tumi Hawkins

Opposition Spokesman
Opposition Spokesman
Scrutiny Monitor

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 **MONKFIELD ROOM, FIRST FLOOR** at South Cambridgeshire Hall on **TUESDAY, 20 FEBRUARY 2018** at **2.00 p.m.**

Yours faithfully
Beverly Agass
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 9 November 2017 as a correct record.

1 - 4

DECISION ITEMS

3. **Shared Services Update - appendices to follow**

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STANDING ITEMS

4. **Forward Plan**

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

5. **Date of Next Meeting**

Members are asked to bring their diaries.

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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Agenda Item 2

SOUTH CAMBRIDGESHIRE DISTRICT COUNCIL

Minutes of the Business and Customer Services Portfolio Holder's Meeting held on
Thursday, 9 November 2017 at 10.00 a.m.

Portfolio Holder: Nick Wright

Councillors in attendance:

Also in attendance: Grenville Chamberlain and Bridget Smith

Officers:

Patrick Adams	Senior Democratic Services Officer
Emma Alerton	3C ICT
Gemma Barron	Head of Sustainable Communities and Wellbeing
Gareth Bell	Communications Manager
Sonia Constant	Senior Web & Graphics Officer
Susan Gardner Craig	Head of People and Organisational Development
Kathryn Hawkes	Partnerships Officer
Caroline Huggon	3C ICT
Richard May	Policy and Performance Manager

1. DECLARATIONS OF INTEREST

Councillor Nick Wright declared a non-pecuniary interest as a Director of a community pub.

2. MINUTES OF PREVIOUS MEETING

The minutes of the meeting held on 7 July 2017 were agreed as a correct record.

3. MOBILE PHONE AND MOBILE DEVICE MANAGEMENT (MDM) PROCUREMENT PROJECT

The Business and Customer Services Portfolio Holder explained that he had asked for this report, as he had announced that the new software would be installed by October and clearly this had not transpired. He explained that the Boxer software was nearly ready to be introduced and that three councillors were required to test it before making it available to all members.

In response to questioning, Emma Alerton from 3C ICT explained that it had taken longer than expected to alter the agreement with the telecommunications company. It was noted that this was a common complaint regarding large telecommunications companies and notwithstanding this issue the Council had received good service from its current supplier.

The Business and Customer Services Portfolio Holder stated that he was encouraged by the progress made and expressed the hope that the software would be fully introduced soon.

The Business and Customer Services Portfolio Holder

AGREED That he, Councillor Nick Wright, Councillor Henry Batchelor and Councillor Grenville Chamberlain should carry out testing of Boxer on their iPads when the software was ready to deploy.

4. 2017-18 - SECOND QUARTERLY POSITION STATEMENT ON FINANCE, PERFORMANCE AND RISK

The Business and Customer Services Portfolio Holder explained that the quarterly performance figures were first considered by the Portfolio Holder, then the Scrutiny and Overview Committee and finally by Cabinet.

New housing

The Business and Customer Services Portfolio Holder spoke positively with regard to a bid being made to move a sewage works at Milton, which would free up a large amount of land in the District for housing. He further explained that Section 106 money was funding a number of worthwhile projects.

Bin collection

It was noted that the Council had successfully introduced new bin collecting arrangements, with a collection rate of 99.55%.

Percentage of invoices paid in 30 days

It was noted that whilst this Performance Indicator was currently an "amber" it was improving and further improvements could be expected in the next quarter.

Staff sickness days per Full-Time Equivalent

This had been affected by a number of Waste Services staff transferred who had been on long-term sick leave.

Percentage of formal complaint responses sent within timescale

Councillor Bridget Smith suggested that the target of 80% should be increased. The Business and Customer Services Portfolio Holder explained that many complaints were complex and so it took time to respond to them. The Head of People and Organisational Development explained that the complaints process was being reviewed. It was noted that complaints were sent to the Chief Executive's Office before being sent out to the appropriate service area.

ICT Business Plan

The Business and Customer Services Portfolio Holder explained that a new business plan was required for ICT, as the original plan had proved to be over-optimistic. He expected that, as with other shared services projects, savings would be realised in time.

Risks

The Business and Customer Services Portfolio Holder explained that the Council was assessing risk in a new way by showing the risk score before and after the risk controls.

Councillor Bridget Smith expressed concern that there were matters that were outside the control of the Council and that the mitigating controls would have a limited impact.

Planning performance

The Business and Customer Services Portfolio Holder explained that the risk of the authority being designated as a poorly performing planning authority was in the control of the councillors on the Planning Committee, as it depended on the number of planning applications being granted by the Planning Inspector on appeal.

Recruitment and retention of staff

In response to concerns raised regarding the risk STR 13 Recruitment and Retention of staff, the Head of People and Organisational Development explained that the Council was working to control this risk through use of agency staff and market supplements. It was

noted that the Council could not match the salaries of the private sector.

The Business and Customer Services Portfolio Holder stated that he was satisfied with the new format, but requested that in future it be standardised with the report on the Scrutiny and Overview Committee agenda.

The Business and Customer Services Portfolio Holder

RECOMMENDED that Cabinet

- A) Review the provisional outturn position together with the performance and risk issues contained in this report and **Appendices A-C** determining, where appropriate, any actions, including redeployment of resources, required to address issues identified, and
- B) Approve the Strategic Risk Register and Matrix (**Appendices D-E**).

5. **RURAL TASK AND FINISH GROUP ON SUPPORTING RURAL BUSINESSES**

The Business and Customer Services Portfolio Holder presented this item, which provided an update on the work of the Task and Finish Group on Supporting Rural Businesses.

Councillor Grenville Chamberlain, the Chairman of the Group, made the following points:

- Meetings had taken place to discuss planning issues regarding the delivery of employment and affordable housing.
- Improving internet and mobile phone coverage could help to deliver jobs.
- Transport routes to commercial premises should be improved, especially with regard to the A14 and improvements to the Girton interchange.
- Parishes undergoing a Neighbourhood Plan could be made more aware of the potential of enterprise zones.

The Business and Customer Services Portfolio Holder recognised the challenge the Council faced in trying to adapt to the fast changing business world. He hoped that more meetings would be held soon. He **NOTED** the report.

6. **DIGITAL BY DEFAULT UPDATE - REPORT TO FOLLOW**

The Business and Customer Services Portfolio Holder introduced this report, which provided an update on the achievements of the Digital by Default project. The Senior Web and Graphics Officer explained that the key areas of development were:

- The production of e-forms that link with the Council's back office.
- A fully digital Benefits form, that integrated with the back office.
- The overhaul of the website, with the inclusion of icons and a clearer structure.

The Business and Customer Services Portfolio Holder agreed to provide the Senior Web and Graphics Officer with details of "broken links" on the website provided by Councillor Douglas de Lacey.

The Business and Customer Services Portfolio Holder welcomed the fact that improvements in the website made the Council more efficient by freeing up officer time. He **NOTED** the report.

7. **CUSTOMER SERVICES UPDATE - REPORT TO FOLLOW**

This item was not discussed. It had been agreed that a report was unnecessary as the

relevant points were included in the previous agenda item.

8. USE OF COMPULSORY PURCHASE ORDER POWERS

The Business and Customer Services Portfolio Holder excluded the press and public by virtue of paragraph 3 of Part 1 of Schedule 12A of the Local Government Act 1972.

The Tree Public House, Stapleford

The Business and Customer Services Portfolio Holder explained that there had been a delay in progressing this matter as the Council did not want to prejudice the current owner's planning application. This had gone to Planning Committee in October and had been rejected. It was noted that the applicant had six months to appeal this decision.

The Development Officer explained that a Compulsory Purchase Order should only be made where there was a compelling case in the public interest and as a last resort.

The Business and Customer Services Portfolio Holder expressed the hope that this matter would be considered by Cabinet in January, although this was likely to be dependent on the forthcoming meeting with the owner.

Another Public House

The Development Officer explained that this property was currently for sale and the Community Right to Bid process was being followed.

The Business and Customer Services Portfolio Holder **NOTED** the report.

9. FORWARD PLAN

The Business and Customer Services Portfolio Holder explained that he may have to schedule a meeting in January to discuss 3C shared services before it went to Cabinet.

10. DATE OF NEXT MEETING

It was noted that the next scheduled meeting would be held on 6 February 2018 at 2pm.

The Meeting ended at 11.20 a.m.

Agenda Item 3



South
Cambridgeshire
District Council

REPORT TO: Business & Customer Services Portfolio
Holder

20 February 2018

LEAD OFFICER: Mike Hill, Director, Health & Environmental Services

Shared Services Update

Purpose

1. To update and seek the views of the Portfolio Holder on Shared Service performance and progress.

Recommendations

2. It is recommended that Portfolio Holder:
 - (a) notes the performance and progress of the Shared Services,
 - (b) endorses the 3C ICT Strategy and Roadmap at Appendices 1 & 2
 - (c) comments on the proposed, revised Shared Services governance arrangements suggested in Appendix 5.

Background

3. The Shared Services Management Board comprising Directors of SCDC, Cambridge City and Huntingdonshire DC met on 24th January 2018 to review Quarter 3 performance reports and first-draft 2018-19 Business Plans for:
 - (a) 3C ICT
 - (b) 3C Legal
 - (c) 3C Building Control
 - (d) Greater Cambridge Waste Service
 - (e) Greater Cambridge Internal Audit Service
 - (f) Greater Cambridge Planning Service
4. The Performance Reports and Business Plans will be shared with the 3C Chief Executives Board and Leaders' Joint Advisory Group before going into the formal scrutiny and decision-making processes for each of the partner Councils.

Considerations

3C ICT

5. Overall, Service performance and project delivery is improving under Shared Head of Service Paul Sumpter, with customer satisfaction above 80% in November and December 2017. Service Desk performance is also very positive, helped by the relocation of Service Desk colleagues to be more accessible and visible in the ICT section in Cambourne. There remains a predicted budget overspend of around £774k across the 3 Councils, which creates an in-year pressure for SCDC of £190k. This budget overspend is the result of over-optimistic timescales for the delivery of savings in the original Business Case.
6. A major step forward this year has been the development of an 3C ICT Strategy (Appendix 1), "Roadmap" (Appendix 2) and revised Business Case (Appendix 3) that

sees the remainder of the 15% targeted savings delivered over a 4 year period. This reworked business case has been fed into the SCDC Medium Term Financial Plan.

7. The 3C ICT Business Plan for 2018-19 focuses on implementing key “RoadMap” priorities to deliver service efficiencies and savings against the new budget. While there are many ICT projects underway at any one time, key projects being led and delivered by 3C ICT include:
 - (a) “Council Anywhere” – standardisation of the ICT hardware used across the 3 Councils, rolling out laptops to support more flexible working. The key efficiency and savings benefits of this project will not be delivered by the ICT equipment itself, but instead must be delivered by individual Services across SCDC by reviewing and implementing changes to working practices.
 - (b) Server Consolidation Project – this will replace, update and align the server hardware and systems used across the 3 Councils, reducing costs by around £200k in 2018-19.
 - (c) Waste System. This has been successfully procured for 3 Councils and will be implemented by August 2018, replacing 2 separate legacy systems at SCDC and City, plus a system at Huntingdonshire.
 - (d) Housing System.
 - (e) Environmental Health & Licensing system.
8. 3C ICT will also be supporting development and implementation of an SCDC Digital Strategy, and implementation of a new Planning system (led by the Planning Shared Service) and Financial Management System (led by Finance teams).

3C Legal

9. 3C Legal is reporting a very positive position under the leadership of Shared Head of Service, Tom Lewis. The budget and work-demand by each Council are on or very close to target, with spend on external legal advice 12% less when compared to this same period last year. Work continues to review this external spend, with no clear pattern emerging at this time to suggest alternative ways of meeting this specialised service need. 95% of litigation cases have been won.
10. The Business Plan for 2018-19 is under development, with consultation on-going with individual Services across the 3 Councils to identify priority legal work for 2018-19.

3C Building Control

11. Improvements at 3C Building Control continue following appointment of Heather Jones as the new Head of Service in Summer 2017. There is a focus on developing the commercial awareness of staff to increase current flat income and improve market share from 54% to at least 60%. A revised Business Case is also being developed. The service is likely to overspend budget by £70k in 2017-18 due to use of agency staff to cover vacancies in Q1 plus under-recovery of income, leading to a budget pressure of £11.5k for SCDC.

Other Shared Services

12. Greater Cambridge Waste Service and Planning Services already report directly into the SCDC performance management process considered by Cabinet on 7th February. Performance data is therefore not duplicated in this report. Appendix 4 is a project highlight report for the creation of the Greater Cambridge Planning Service.
13. Greater Cambridge Waste Service continues to embed the major service changes delivered over the past 9 months. A comprehensive review of these service changes and lessons learned was shared with Cambridge City Council Environment Scrutiny Committee in January 2018 and SCDC Scrutiny Committee in February 2018. Both committees have welcomed the detail of this review and the positive improvements of the service to residents after such a major change.
14. The 2018-19 Business Plan will continue to embed these changes as well as complete reviews of the SCDC Street Cleansing Service, Shared Trade Waste Service, joint review of Cambridge City and SCDC waste policies, and implementation of the new shared ICT system with a focus on delivering a digital customer service and operational efficiencies.
15. Jonathan Tully has joined Greater Cambridge Internal Audit Service at the end of December 2017 as Head of Service. An external inspection of the Service against the Public Sector Internal Audit Standards is about to start and will be reported to Corporate Governance Committee. Agency staff have been brought in to help deliver the 2017-18 internal audit plan, while work on the 2018-19 plan is now underway.

Governance Review

16. Governance of Shared Services is currently being reviewed to reflect the transition of ICT, Legal, Building Control, and Internal Audit shared services from “set-up” to “business as usual”, and to streamline reporting and reduce duplication of meetings. The proposal is attached as Appendix 5 and suggests:
 - (a) adopting the “Member Board” model currently used by Greater Cambridge Waste and Planning Services and to create a Member Board for ICT as a key enabling service. Quarterly Performance Reports received by these Members Boards will go straight into partner Councils’ performance reporting processes without further oversight (other than by exception).
 - (b) All other “business-as-usual” shared services (Legal, Payroll, Internal Audit, CCTV, Home Improvement Agency) will be overseen each quarter by the Shared Service Directors’ Management Board working with each Council’s nominated Shared Services lead Councillor (Cllr Nick Wright for SCDC). Again, performance reports will go straight into Councils’ performance reporting processes.
 - (c) Creation of a Shared Service joint CExs & Leaders Board to replace the current separate meetings. This joint Board will meet twice each year to agree Business Plans (October / February) and receive the Shared Service Annual Report (June). Further meetings will be convened as business requires.

Implications

17. 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

18. Overall, an outturn budget pressure of around £300k is forecast for SCDC across the Shared Services, arising from overspends in 3C ICT (£190k), 3C Building Control (£11.5k), and Greater Cambridge Waste Service (around £100k arising from extra trucks and staffing to support service change in Q1). This pressure is predicted to be balanced-out by Service underspends across the rest of SCDC.

Risk Management

19. Each Shared Service has or is developing a Service risk register to accompany its performance reports. Overall, as a result of the appointment of key staff, the re-working of the 3C ICT Business Case and the transition of existing Shared Services to “business as usual”, risk score associated with Shared Services on the SCDC Strategic Risk Register has been reduced. This was reported to SCDC Cabinet in February 2018.

Effect on Strategic Aims

Aim 1 – An Innovative & Dynamic Organisation

20. Consolidate existing Shared Services.

Background Papers

Where [the Local Authorities \(Executive Arrangements\) \(Meetings and Access to Information\) \(England\) Regulations 2012](#) require documents to be open to inspection by members of the public, they must be available for inspection: -

- (a) at all reasonable hours at the offices of South Cambridgeshire District Council;
- (b) on the Council’s website; and
- (c) in the case of documents to be available for inspection pursuant to regulation 15, on payment of a reasonable fee required by the Council by the person seeking to inspect the documents at the offices of South Cambridgeshire District Council.

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