

Service	Service objectives	Priority actions 2012-13	Key drivers
Accountancy	To provide both a proactive and responsive service to its internal and external customers whilst complying with statutory and recommended best practice financial requirements.	<ul style="list-style-type: none"> <li>(1) Timely and accurate certification and closure of SCDC accounts</li> <li>(2) Adaptation of HRA accounting procedures to reflect greater emphasis on future business planning</li> <li>(3) Procure revised Insurance Contract</li> <li>(4) Achieve efficient closedown of DLO accounts.</li> <li>(5) Proactively seek ways to improve corporate performance in invoice payment</li> <li>(6) Work with the Policy and Performance Team to achieve the closer and more effective integration of the finance and business planning cycle.</li> </ul>	<ul style="list-style-type: none"> <li>(1) Council Action to deliver financial sustainability</li> <li>(2) HRA reform</li> <li>(3) Expiry of current insurance contract</li> <li>(4) Outsourcing of DLO functions</li> <li>(5) Underperformance in invoice payment during 2011-12.</li> <li>(6) Corporate aim around first-class services which are based on customer feedback and priorities.</li> </ul>
Customer and Business Services  <i>(Policy and Performance Portfolio)</i>	<p>Innovation and Ambition – To be ambitious for the council and community. To embrace innovation and support and challenge services to innovate to deliver much more for much less.</p> <p>Value for Money and Customer Experience – Through the process review and customer journey mapping</p>	<ul style="list-style-type: none"> <li>(1) Customer Contact Centre – The successful delivery of, and transition to, the new multi-channel contact centre by 03-Dec-12.</li> <li>(2) The Cambridgeshire Connection – To build on the pilot service, focusing on empowering our partners and community to lead its development.</li> <li>(3) The Local Government Challenge 2012 - To deliver a challenging two-day task for contestants whilst bringing members, officers, partners and public together around an exciting event.</li> <li>(4) The Customer Experience Work Programme – To build on the work completed through the customer service excellence project and lead and support the organisation towards further</li> </ul>	<ul style="list-style-type: none"> <li>(1) Council Action following Cabinet decision to move to an in-house solution which builds on current and encourages further channel shift</li> <li>(2) Council Action. Adapting to the localism agenda through the creation of a digital resource which not just used but also owned by the community.</li> <li>(3) Experience of the 2011 Challenge and the benefits it add bring to the organisation.</li> <li>(4) Ensuring the CSE accreditation award provides a driver for continuous improvement.</li> </ul>

	<p>programme, maximise value for money and enhance the customer experience throughout the council.</p> <p>Customer and Council Priorities, Needs and Aspirations – To ensure our services are aligned with the priorities, needs and aspirations of our customers and the council through continuous engagement activities.</p>	<p>improvements.</p>	
<p>Human Resources</p>	<p>To facilitate organisational people development, support the Council in attracting and retaining the right people, provide an environment to maximise performance, influence and support organisational change and to achieve equality and diversity within the</p>	<ol style="list-style-type: none"> <li>(1) Implement the Organisational Development Strategy through the completion of the action plan.</li> <li>(2) Take action to monitor customer satisfaction.</li> <li>(3) Effectively oversee the staffing implications of major corporate restructuring projects e.g. DLO, Contact Centre.</li> <li>(4) Ensure the smooth implementation of the new Terms and Conditions arising from the Job Evaluation process.</li> <li>(5) Implement legislative changes to the Local Government Pension Scheme.</li> </ol>	<ol style="list-style-type: none"> <li>(1) Council Action to invest in employees, implementing the framework agreed in November 2011 (priorities, budget, <b>people</b>) to enable the Council to meet its objectives.</li> <li>(2) Ensure that customer services improvements brought about through the CSE accreditation project can be maintained and enhanced.</li> <li>(3) The outcomes of strategic service reviews completed during 2011-12.</li> </ol>

	workforce		<p>(4) The outcomes of the Job Evaluation process;</p> <p>(5) National government public sector pension reform.</p>
ICT	<p>ICT will use its position at the forefront of customer service to enable the Council to support internal and external customer interaction and business requirements. It underpins the technology used to provide and support the business functions and leads to opportunities for improved efficiencies, work practices and cost saving initiatives</p>	<p>(1) The implementation of key corporate projects to achieve improved customer service outcomes and security for internal and external customers, principally:</p> <ul style="list-style-type: none"> <li>- Web and Intranet review, channel shift and self-service;</li> <li>- Server virtualisation</li> <li>- Microsoft Office upgrade</li> <li>- Information Governance Project.</li> </ul> <p>(2) To provide the upfront and ongoing technical support for key projects being driven by service areas. Known projects include further development of the Planning and Building Control APAS systems, support for the Contact Centre improved wide area network connectivity with provisions for safe, secure remote access and county wide 'hot desking', support for relocation of the Waterbeach depot plus other service area developments with major ICT implications.</p>	<p>(1) Specific Council actions around web review, customer contact and the Cambridgeshire Connection. Legislative information governance and connectivity requirements. The requirement for up-to-date and efficient ICT infrastructure to meet business need in the short-to-medium term.</p> <p>(2) Actions arising from strategic service decisions and improvement plan actions.</p>
Legal and Democratic Services	<p>To provide expert support for all aspects of the Council's service delivery in terms of legal advice, regulation,</p>	<p>(1) Update legal case management system</p> <p>(2) Implement provisions of the Localism Act regarding the standards regime</p> <p>(3) Consolidate working relationship with Development Control to improve the effectiveness of response</p>	<p><i>(For all priorities)</i></p> <ul style="list-style-type: none"> <li>- Requirement to act on customer feedback to improve the service provided;</li> <li>- Specific implications of the Localism</li> </ul>

	<p>enforcement and decision-making and oversee an effective and customer-focussed Land Charges service.</p>	<ul style="list-style-type: none"> <li>(4) Improve quality of instructions received from client services by issuing guidance and delivering training at team meetings.</li> <li>(5) Increase the amount of information available on the Legal Intranet page to enable more self-service.</li> <li>(6) Explore spatial Land Charges system, maintain and improve search turnaround times and deal with personal search agent fee recovery litigation.</li> <li>(7) Work towards achievement of Elected Member Development Charter status</li> <li>(8) Improve and expand Member training and development programme</li> <li>(9) Assist in the set-up, promotion and management of the Youth Council</li> <li>(10) Work with the Communications team on social media opportunities for councillors</li> <li>(11) Improve report management.</li> </ul>	<p>Act.</p> <ul style="list-style-type: none"> <li>- Increased social media and self-service activity in line with Council Actions to improve the website.</li> <li>- Council Action to invest in member development</li> </ul>
<p>Revenues and Benefits</p>	<p>To deliver a customer-focused, efficient and high-performing collection, benefits administration and fraud investigation service for the Council.</p>	<ul style="list-style-type: none"> <li>(1) Achieve improved customer service through participation in relevant aspects of the customer contact centre project relating to self-service, incorporating the Post Room review.</li> <li>(2) Prepare to implement the government's welfare reform programme with respect to Council Tax benefit and NNDR localisation, fraud and over-accommodation.</li> <li>(3) Contribute to, and implement the recommendations arising from the corporate review of enforcement at SCDC</li> </ul>	<ul style="list-style-type: none"> <li>(1) Council Action relating to interactive website and customer contact arrangements, post-CSE commitment to continuous improvement.</li> <li>(2) Government policy</li> <li>(3) Enforcement review seeking opportunities to streamline enforcement activity carried out by different services.</li> <li>(4) Government HRA reform agenda.</li> <li>(5) The SCDC major growth programme.</li> </ul>

		<p>(4) Implement the changes required arising the government's HRA reform.</p> <p>(5) Adapting our service to meet the anticipated increased demand brought about by the completion of major new housing developments at NW Cambridge and Northstowe</p>	
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