

Service	Service objectives	Priority actions 2013-14	Key drivers
<p>Business Improvement &amp; Efficiency (includes Customer Contact Service)</p>	<p>To act as agents of change, promoting innovation and organisational ambition.</p> <p>To lead by example and deliver an exceptional customer experience and maximize opportunities provided through the new Customer Contact Service.</p> <p>To lead a programme of customer centred business improvements projects throughout the organisation, delivering cashable savings, efficiencies and improvements to the customer experience.</p>	<ol style="list-style-type: none"> <li>(1) Scope, prioritise and deliver business improvement / savings projects detailed on the corporate opportunities matrix.</li> <li>(2) Embed the new Customer Contact Service within the Council including the development and training of staff to the required competencies and behaviours.</li> <li>(3) Promote and develop channel shift within the new customer contact service and support the development of the new website.</li> <li>(4) Work with service areas to maximise the use of the new Customer Contact Service by expanding the scope of advisor role and empowering advisors to do more.</li> <li>(5) To influence and build an organisational wide culture that embraces change, maintains a customer focus and delivers new ways of working to meet the challenges ahead.</li> </ol>	<ol style="list-style-type: none"> <li>(1) Cashable Savings, Efficiency Savings, Improved Customer Experience.</li> <li>(2) Improved Customer Experience.</li> <li>(3) Cashable Savings, Efficiency Savings, Improved Customer Experience.</li> <li>(4) Cashable Savings, Efficiency Savings, Improved Customer Experience.</li> <li>(5) Cashable Savings, Efficiency Savings, Improved Customer Experience.</li> </ol>
<p>Finance</p>	<p>To provide both a proactive and responsive service to its internal</p>	<ol 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</li> </ol>	<ol style="list-style-type: none"> <li>(1) Council Action to deliver financial sustainability</li> <li>(2) HRA reform</li> <li>(3) Expiry of current banking</li> </ol>

	and external customers whilst complying with statutory and recommended best practice financial requirements.	<p>investment and planning</p> <ul style="list-style-type: none"> <li>(3) Procure revised Banking Services Contract</li> <li>(4) Proactively seek ways to improve corporate performance in invoice payment</li> <li>(5) Work with the Policy and Performance Team to achieve closer and more effective integration of the finance and business planning cycles.</li> <li>(6) Further integration of finance &amp; service performance to focus on value for money and helping management to reallocate resources to support service provision</li> <li>(7) Updating of Capital Strategy</li> </ul>	<p>services contract</p> <ul style="list-style-type: none"> <li>(4) Underperformance in invoice payment</li> <li>(5) Corporate aim around first-class services which are based on customer feedback and priorities.</li> <li>(6) Council Action to deliver financial sustainability and Corporate Aim to deliver first class services and value for money</li> <li>(7) Corporate Action to ensure best use of the Council's assets</li> <li>(8) Welfare Reform</li> <li>(9) Government Funding Regime</li> </ul>
Human Resources	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 workforce	<ul 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 re-structuring projects &amp; shared services.</li> <li>(4) Ensure the smooth implementation of the new Terms and Conditions arising from the Job Evaluation process &amp; Single Status agreement.</li> <li>(5) Implement legislative changes to the Local Government Pension Scheme &amp; auto enrolment.</li> </ul>	<ul style="list-style-type: none"> <li>(1) Council Action to invest in employees, implementing the framework agreed in November 2011 (priorities, budget, people) to enable the Council to meet its objectives.</li> <li>(2) Ensure that customer service improvements brought about through the CSE accreditation project can be maintained and enhanced through positive behaviours &amp; attitudes.</li> <li>(3) The outcomes of strategic service reviews completed during 2013-2014</li> </ul>

			<p>(4) The outcomes of the Job Evaluation process &amp; Single Status.</p> <p>(5) National government public sector pension reform &amp; auto enrolment.</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>- Thin client project</li> <li>- SharePoint project</li> <li>- Wireless network upgrade</li> <li>- Microsoft Office upgrade</li> <li>- Information Governance Project</li> <li>- Cambridgeshire Public Services Network.</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) 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> <p>(3) Infrastructure planning and development for the longer term provision of effective services</p> <p>(4) Progressing opportunities for shared services and support other service areas in developing shared service initiatives.</p>

<p>Legal and Democratic Services</p>	<p>To provide expert support for all aspects of the Council's service delivery in terms of legal advice, regulation, enforcement and decision-making and oversee an effective and customer-focused Land Charges service.</p> <p>To deliver an effective and professional electoral registration service, and elections that the electorate have confidence in.</p>	<ol style="list-style-type: none"> <li>(1) Continue work on updating of legal case management system - a working model has now been set up on Sharepoint with limited functionality and all new files are being logged on the system. Awaiting progress with Corporate project to enable increased functionality to be transferred to the Legal model.</li> <li>(2) Continue to implement provisions of the Localism Act regarding the standards regime including working with district and parish councils to complete accurate register of interests forms and publish them on the council's website.</li> <li>(3) Continue to develop closer working relationship with Development Control to improve the effectiveness of response and imminent recruitment of new planning lawyer (2yr fixed term) will help increase speed of response to instructions</li> <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) Maintain and improve Land Charges search turnaround times and continue to deal with personal search agent fee recovery litigation.</li> <li>(7) Continue to improve and expand Member training and development programme in</li> </ol>	<ol style="list-style-type: none"> <li>(1) Requirement to act on customer feedback to improve the service provided;</li> <li>(2) Specific implications of the Localism Act.</li> <li>(3) Increased social media and self-service activity in line with Council Actions to improve the website.</li> <li>(4) Council commitment to member development</li> <li>(5) Electoral Commission Returning Officer Performance Standards</li> <li>(6) Changes in legislation driven by the move to Individual Electoral Registration.</li> </ol>
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<p>Policy and Performance</p>	<p>To share best practice and provide advice, information and support to help the Council plan, deliver and celebrate excellent and efficient services that meet customers' identified needs.</p>	<ul style="list-style-type: none"> <li>(1) Improved corporate consultation and engagement, developing the role of the Consultation Panel, leading, advising and supporting corporate and service-specific consultations as required</li> <li>(2) Work with the finance section to achieve integrated finance and resourcing cycle and develop a corporate approach to value for money</li> <li>(3) Further integration of finance &amp; service performance to focus on value for money and helping management to reallocate resources to support service provision</li> <li>(4) Put in place periodic means of surveying customer satisfaction/quality of life</li> <li>(5) Generate improved local intelligence building on new and existing sources of qualitative and quantitative information</li> <li>(6) Improved centrally-accessible and up-to-date policy and projects databases</li> <li>(7) Explore the potential for timely and value-adding Peer Review</li> <li>(8) Develop the Council's role and status as a community leader for its equality and diversity work as an employer and service provider</li> <li>(9) Provide strategic support for management team and undertake value-adding projects generating positive outcomes for service performance as commissioned by EMT, Cabinet or Scrutiny from time to time</li> </ul>	<ul style="list-style-type: none"> <li>(1) Central government legislation, emerging regional and local priorities as set out in the Corporate Plan</li> <li>(2) Lack of central corporate sources of customer satisfaction and quality of life data demonstrating whether our service delivery is generating positive outcomes</li> <li>(3) Managing performance effectively to ensure scarce resources are used efficiently and transparently</li> </ul>
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<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>	<ol style="list-style-type: none"> <li>(1) Prepare to implement the government's welfare reform programme with respect to Council Tax benefit, Universal Credit, fraud and over-accommodation. Adapt service to meet increased demand. This could mean extra staff required either full time or temporary within Revs &amp; Bens or the Contact Centre</li> <li>(2) Prepare to implement the government's programme with respect to NNDR localisation</li> <li>(3) Achieve improved customer service through participation in relevant aspects of the customer contact centre project relating to self-service</li> <li>(4) Contribute to, and implement the recommendations arising from the corporate review of enforcement at SCDC</li> <li>(5) Investigate potential of off site management of the Income Management system (AIM). Cost implications – awaiting quotes</li> <li>(6) Open Housing Upgrade. To be actioned completely by Capita. Cost Implications – awaiting quotes</li> <li>(7) Adapting our service to meet the anticipated increased demand brought about by the completion of major new housing developments at NW Cambridge and Northstowe</li> </ol>	<ol style="list-style-type: none"> <li>(1) 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) The SCDC major growth programme.</li> </ol>
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