

South Cambridgeshire Hall
Cambourne Business Park
Cambourne
Cambridge
CB23 6EA

t: 03450 450 500
f: 01954 713149
dx: DX 729500 Cambridge 15
minicom: 01480 376743
www.scambs.gov.uk



3 March 2010

To: Councillor Tom Bygott, Portfolio Holder

James Hockney
Hazel Smith

Scrutiny Monitor
Opposition Spokesman

Dear Sir / Madam

You are invited to attend the next meeting of **POLICY AND PERFORMANCE PORTFOLIO HOLDER'S MEETING**, which will be held in **JEAVONS ROOM, FIRST FLOOR** at South Cambridgeshire Hall on **THURSDAY, 11 MARCH 2010** at **11.00 a.m.**

Yours faithfully
GJ HARLOCK
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 8 February 2010 as a correct record.	1 - 2
RECOMMENDATIONS TO CABINET / COUNCIL		
3. Information & Communications Technology (ICT) Strategy		3 - 26
DECISION ITEMS		
4. Final Service Plans 2010/11: Community and Customer Services		27 - 80
5. Final Service Plans 2010/11: Information and Communications Technology (ICT)	Attached is the final ICT service plan, comprising the Corporate Services service plan executive summary and overview, with all sections relating to ICT having been highlighted, plus the ICT improvement plan.	81 - 122
INFORMATION ITEMS		
6. Customer Service Excellence (CSE) Project Plan (encompasses Customer Service Strategy 2009-2012)		123 - 176

- | | | |
|----|--|------------------|
| 7. | Customer Service Quarterly Update (April-December 2009) | 177 - 184 |
| 8. | Financial Monitoring Report: Policy and Performance Third Quarter 2009/10 | 185 - 198 |
| 9. | Service Plan Improvement Milestones 2009/10 - Quarterly Report April 2009-December 2009 | 199 - 208 |

STANDING ITEMS

- | | | |
|-----|--|------------------|
| 10. | 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. | 209 - 210 |
| 11. | Date of Next Meeting
To note that the next scheduled meeting is 13 May 2010. | |

GUIDANCE NOTES FOR VISITORS TO SOUTH CAMBRIDGESHIRE HALL

While the District Council endeavours to ensure that visitors come to no harm when visiting South Cambridgeshire Hall, those visitors also have a responsibility to make sure that they do not risk their own or others' safety.

Increased hygiene at South Cambridgeshire Hall

In light of the swine flu pandemic, we have intensified our usual cleaning routines in council buildings. We have also introduced hand gel dispensers throughout the offices, including public areas. When visiting South Cambridgeshire Hall you are encouraged to use these facilities if and when required to help limit the spread of flu.

Security

Members of the public attending meetings in non-public areas of the Council offices must report to Reception, sign in, and at all times wear the Visitor badges issued. Before leaving the building, such visitors must sign out and return their Visitor badges to Reception.

Emergency and Evacuation

In the event of a fire, a continuous alarm will sound. Evacuate 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.

- **Do not** use the lifts to exit the building. If you are unable to negotiate stairs by yourself, the emergency staircase landings are provided with fire refuge areas, which afford protection for a minimum of 1.5 hours. Press the alarm button and wait for assistance from the 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 someone feels unwell or needs first aid, please alert a member of staff.

Access for People with Disabilities

The Council is committed to improving, for all members of the community, access to its 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. Hearing loops and earphones are available from reception and can be used in all meeting rooms.

Toilets

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

Recording of Business

Unless specifically authorised by resolution, no audio and / or visual or photographic recording in any format is allowed at any meeting of the Council, the executive (Cabinet), or any committee, sub-committee or other sub-group of the Council or the executive.

Banners, Placards and similar items

No member of the public shall be allowed to bring into or display at any Council meeting any banner, placard, poster or other similar item. The Chairman may require any such item to be removed.

Disturbance by Public

If a member of the public interrupts proceedings, 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.

Smoking

Since 1 July 2008, the Council has operated a new Smoke Free Policy. Visitors are not 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. Visitors are not allowed to bring food or drink into the meeting room.

Mobile Phones

Visitors are asked to make sure that their phones and other mobile devices are set on silent / vibrate mode during meetings or are switched off altogether.

This page is left blank intentionally.

SOUTH CAMBRIDGESHIRE DISTRICT COUNCIL

Minutes of a meeting of the Policy and Performance Portfolio Holder's Meeting held on
Monday, 8 February 2010 at 5.30 p.m.

Portfolio Holder: Tom Bygott

Also in attendance:

Officers:

Alex Colyer	Executive Director, Corporate Services
Paul Howes	Corporate Manager, Community and Customer Services
Adrian Burns	Head of Accountancy
Steve Rayment	Head of ICT
Paul Knight	Senior Policy and Performance Officer
Guy Moody	Democratic Services Officer

8. APOLOGIES FOR ABSENCE

Apologies for absence were received from Cllrs James Hockney, Sebastian Kindersley and Hazel Smith.

9. DECLARATIONS OF INTEREST

There were no declarations of interest.

10. MINUTES OF PREVIOUS MEETING

The minutes of the meeting held on 14 January 2010 were agreed as a correct record.

There were no matters arising.

11. ICT CAPITAL PROGRAMME 2010/11

The Head of ICT introduced the ICT Capital Programme for 2010/11 – 2014/15.

The Portfolio Holder was advised that the schedule of ICT projects had been reviewed and revised by SMT prior to presentation to the Portfolio Holder. A number of high value projects had been removed from the list, while others had been deferred to later in the period.

The Portfolio Holder was further advised that the website upgrade project would focus on ensuring compliance with accessibility requirements and to offer a more comprehensive range of customer services. However the costs associated with the website replacement had been scheduled for 2011/12 to allow for a thorough review of user requirements and options in the marketplace.

In reply to a question the Portfolio Holder was advised that replacement of the Housing Management system had been delayed until the outcome of the housing transfer ballot had been known. The current system was ten years old and did not encompass the full functionality required. In addition this lack of functionality had also caused problems, and additional fees, at the year-end audit of the Housing function.

In reply to a further question the Portfolio Holder was advised that the costs shown on the plan included all necessary licenses, installation and staff training.

The Policy and Performance Portfolio Holder **RECOMMENDED TO CABINET** the ICT Capital Programme 2010/11 – 2014/15.

12. REVIEW OF CUSTOMER COMPLIMENTS, COMMENTS & COMPLAINTS PROCEDURE

The Customer Service Coordinator introduced a report to propose a policy to support the Council's current procedures for the handling of complaints, comments and compliments.

The Portfolio Holder was advised that the proposed policy would gather together existing strands of customer management and offer a clear definition of the process along with officer roles and responsibilities.

In reply to a question the Portfolio Holder was advised that it was not proposed to change the targets for dealing with complaints at this stage.

In reply to a further question the Portfolio Holder was advised that it was possible to invoke the 'handling unreasonable complaints' procedure at any stage in the process.

The Policy and Performance Portfolio Holder **APPROVED** the Handling of Complaints, Comments and Compliments Policy, as detailed at appendix 1 of the report, and **AGREED** that it be adopted as Council policy.

13. FORWARD PLAN

The Portfolio Holder **NOTED** the Forward Plan.

14. DATE OF NEXT MEETING

The Portfolio Holder **NOTED** the date of the next meeting as Thursday 11 March 2010.

The Meeting ended at 5.58 p.m.



Information and Communications Technology (ICT) Strategy 2009 - 2011

DRAFT - MARCH 2010

Prepared by: Steve Rayment
Head of ICT

Approvals: ICT Steering Group
Senior Management Team
Policy, Improvement and Communication Portfolio Holder

Contacts

Head of ICT
Steve Rayment
01954 713010 steve.rayment@scambs.gov.uk

ICT ~~Applications and Information~~Support Services Manager
Geoff Sissons
01954 713282 geoff.sissons@scambs.gov.uk

ICT Business and Operations Manager
~~Andrew Watkins~~
~~01954 713361~~ ~~andrew.watkins@scambs.gov.uk~~

ICT ~~Planning and GIS~~ and Information Manager
Paul Grainger
01954 713294 paul.grainger@scambs.gov.uk

Member champion
Cllr. ~~Tim Witherspoon~~ Tom Bygott, Portfolio Holder
01954 713016 cllr.bygottwitherspoon@scambs.gov.uk

Table of Contents

1 FOREWORD 4

2 INTRODUCTION 5

3 VISION STATEMENT 6

4 'WHERE WE ARE NOW' AND 'WHERE ARE WE GOING' 7

5 IMPLICATIONS FOR ICT GOVERNANCE AND MANAGEMENT ~~11~~¹³

6 FUNDING ~~12~~¹⁴

7 STANDARDS AND PRINCIPLES - 2009 AND BEYOND ~~13~~¹⁵

8 RISK ~~17~~¹⁹

1 Foreword

ICT (Information Communication Technology) continues to be at the forefront of all we do. It has enormous impact on how we carry out our daily activities both in the workplace and in the home. Continuing our drive to excel, we need to be aware of how we can utilise and develop ICT to best effect in delivering service improvements for our residents.

The Council's Information and Communications Technology (ICT) Strategy is the framework document through which we support our services and their delivery to our residents. We continue to focus on interaction with the public and making our earlier investments work. It brings together the Council's commitment to providing effective, efficient services and the realisation of our adopted 3 A's (Aims, Approaches and Actions).

As in recent years, South Cambridgeshire District Council continues to strive to be at the forefront in its use and development of appropriate technology. Our strategy will continue to feature in developing our on-going programmes. We also recognise the need to support different ways of working – no longer does going to work mean having our staff in any one location. We can expect ICT to provide for our requirements whether from our homes, on the move via mobile devices, via any web enabled PC, or any workstation that we choose to use within the Council's computer network. Put simply, the existence of technology does not make things better, the correct application of that technology does.

We need our ICT to continue to support the direct provision of improved services from South Cambridgeshire District Council, to enable the development of shared services and partnerships, drive efficiencies releasing resources for innovation and building capacity whilst continuing to provide for and meet the expectations of both staff and residents.

With a 3-year 'rolling horizon', this strategy will be reviewed annually to help ensure it meets our needs. It is not intended to provide detailed analysis, business case or justification for the programmes of work but seeks to provide that strategic guidance to ensure the Council makes best use of its assets and opportunities. A 'living' document, which, with the support of the ICT Steering Group, will help shape our technological future.

Greg Harlock
Chief Executive

2 Introduction

Purpose and Scope

The purpose of this document is to provide the vision and support of the Council's ICT Strategy for the period 2009 – 2011 and beyond. It will be used to provide a sound platform for the Council's continuing development of ICT, on achieving and supporting the objectives of the Council and ensure that investment is used to deliver better services that suit our needs and preferences.

Overall, it is not intended to be a highly detailed technical document but necessarily one that sets out the broader intentions of the strategy with reference to relevant additional information. The objective of the ICT service is to help the organisation to achieve its goals, either by doing things more efficiently, or in a different and better way. For this reason, the ICT Strategy supports the 3A's (Aims, Approaches and Actions) and the embodiment of sound principles for information security, corporate acceptance and 'buy-in'.

The strategy ensures 'end to end' management of the Council's ICT assets, its technologies, processes and procedures. It directly supports the development of ICT in both corporate and departmental service plans. It supports the opportunity to build and develop our good practices and improve where we can.

Strategy Highlights

Highlights include:

- Best practice governance to ensure a first class ICT service through which we can deliver high quality public services.
- Strong project management ethos to ensure timely completion and delivery.
- Adoption of principles for partnership working to encourage the deployment of shared services and a shared strategic vision.
- In partnership with Cambridgeshire County Council and Cambridgeshire Direct, the provision of a 'one-stop' service for assisted public access by telephone.
- Use of tried and tested technologies to support access to Council systems and services via the Internet or other channels as appropriate to the service being delivered.
- Continued development and innovative use of the technology in which we have invested, ensuring it can adapt and grow to match our requirements, provide both our partners and ourselves with the capacity and facilities required to deliver our services including exploration and exploitation of emerging technologies to enable better ways of working.
- Modern systems for staff and elected members, based on the Microsoft platform, to provide the functionality, resilience and reliability we require.
- A commitment to flexible and remote working.
- ICT services which continue to make best use of the Council's investment and provide added value to service areas.
- Annual review of the ICT Strategy to ensure adoption of best practice and alignment with the Council's Aims, Approaches and Actions, taking advantage of the enhancements and technological changes in support of that challenge.

3 Vision statement

The Council's Vision Statement

We will make South Cambridgeshire a safe and healthy place where residents are proud to live and where there will be opportunities for employment, enterprise and world-leading innovation.

We will be a listening Council, providing a voice for rural life and first-class services accessible to all.

The ICT Strategy will support achievement of that vision by:

- Giving residents online access to the services and reducing the costs of handling simple enquiries, enabling every transaction that can be, to be carried out electronically where it is economically viable to do so.
- Continuing to improve service quality wherever possible.
- Transforming the way we work.
- Identifying and developing systems, processes and procedures to improve the service delivery, increase efficiencies and cost effectiveness.
- Better management of our information and data asset resources.
- Identifying further opportunities and engaging with partners for the delivery of Shared Services especially in the areas of technical standards, common infrastructure, data sharing and information management.
- Encouraging interaction and commitment from key stakeholders with excellent ICT governance and project sponsorship.
- Encouraging the development and use of programme and project management.
- Providing and supporting corporately accepted application suites and tools to enable staff to work in the most efficient manner.
- Making best use of available web based services including communication tools and social media networking.
- Ensuring support for flexible, mobile and remote workers.

The ICT Strategy underpins the Council's drive for continuous improvement and the delivery of high quality services. It supports:

- The work in developing the major back-office applications onto modern, well-supported systems that conform to industry and government standards and actively encourage the integration of systems and services where possible and cost effective to do so.
- Development of a high quality '1st point of contact' service from the Cambridgeshire Direct Contact Centre in partnership with Cambridgeshire County Council.
- The identification and development of opportunities for service improvement and the establishment of consistent service.

4 'Where We are Now' and 'Where are We Going'

ICT needs to support the delivery of effective and efficient services. Without ICT the Council could not function in an appropriate manner, could not provide those key requirements so much a part of modern business and importantly, could not engage with our customers. Service to the customer needs to be supported by excellent ICT facilities.

ICT is a key enabler supporting change and transformation; it is a fundamental provider of the capability required to support initiatives such as remote or flexible working. It is the 'glue' that brings and holds services together, providing that singular view of databases and customer information in a joined up and integrated manner.

There must be an effective process to ensure innovation, to encourage the development and design of better, more joined up services as the technology itself develops. The consideration of 'Invest to save' initiatives will form an integral part of our assessment of development opportunities.

Risk assessment and management is included in the ICT project methodology. Unless there are unusual circumstances, the overall lower-risk option will be taken, but in the context of a long-term view.

Relationships with 3rd party manufacturers and vendors become ever more important as we deliver services using tried and tested industry technologies.

A continuing forward look at the demand for and supply of ICT services to ensure capacity requirements are met. Active management of the relationship with suppliers and where appropriate, procurement through agreed framework contracts such as those promoted by OGC and Catalist partners.

Additionally, sharing services with our public sector partners is part of an ever increasing agenda. Partnership working within Cambridgeshire is actively encouraged. Joint projects are actively encouraged, in particular where they would lead to a more integrated provision of services to the residents of South Cambridgeshire.

The Contact Centre is key to our customer contact and service delivery initiative; the use of the CRM to record enquiry details adds value to the customer experience. Currently handling approximately 2240,000 calls per annum, the Contact Centre is the first point of contact for many of our services. Recognising the opportunities for the future development of Contact Centre services beyond 2012, we will review our requirements to ensure best value service provision.

Web technology is increasingly the platform of choice using an internet browser to make system access more widely available. Web 2.0, Cloud Computing and Software as a Service (SaaS) are more evident as it becomes less a requirement to host services in house. This is part of a growing trend; web based applications can provide additional channels of communication, flexibility and facilities for remote working, off-site use, public access, business interaction, systems integration and reuse of information. The growing use of social networking sites such as FaceBook and Twitter requires us to engage in these if we are to better understand the needs and aspirations of our residents.

Green IT, recognition of how innovative technologies can address our global climate issues, is a significant part of both the current and future agenda. We will reduce our contribution to green house gasses by consolidating our server estate through the use of virtualisation, by reducing our physical data storage requirements through the use of a storage area network, by reducing the use of desktop personal computers through the deployment of 'thin terminals'.

Strengths	Weaknesses
<ul style="list-style-type: none"> Modern, converged network infrastructure Secure network inc effective anti-virus Virtualised servers Fibre based storage area network Ability to develop emerging technologies Centrally provided ICT Highly skilled ICT staff Good quality ICT training Wide skills base across ICT Up to date PC equipment Use of MFD printing services Common PC software environment Market tested core business applications Robust Disaster Recovery arrangements Recognition of 'shared service' benefits Partnership working Service integration 'Green IT' Integrated intranet and internet services 	<ul style="list-style-type: none"> Limited systems integration Ineffective cross team cooperation Limited operational resource High volume individual desktop devices Variations to the common platform Multiple 'office' based databases Demand for change Lack of corporate awareness Single points of failure Lack of business analysis capacity limits ability to exploit the use of systems, services and technologies. Limited availability of supplier provided web based services.
Opportunities	Threats
<ul style="list-style-type: none"> Flexible and remote working Improved systems integration Adoption of 'Government Connect' Easier to manage network security Further deployment of virtualisation Improved systems commonality Better information asset management Reduction in proliferation of databases Introduction of MS SharePoint services Improved working between ICT teams Improved engagement with user groups Better support for Members Improved ICT project management Improved use of the Service Desk Improved working practices Improved Information Management Updated PC software environment Greater use of the WiFi network Greater adoption of 'shared services' Greater engagement with peer authorities Better sharing of data and information Better engagement with our customers Use of social networking sites 	<ul style="list-style-type: none"> Budget pressure and the MTFS Increased security requirements Demands of 'Government Connect' Loss of skilled staff Reduced technical capacity Reliance on single suppliers Service area developments Legislative change Independent ICT procurement Demands of the EU services directive

In helping us 'get there' the ICT Strategy embodies a number of key ~~principles which~~principles that shape the delivery of services, ICT will:

Standardise

Ensure the adoption of a standard environment for ICT provided services including desktop PC's, laptop PC's, servers, handheld devices and data storage. Use standardisation to ensure robust procurement methodologies and contribute to the effective use of ICT budgets through better asset management, support and control.

Develop the infrastructure

To ensure our requirements can be fully met and modern ICT standards are adopted for all systems, services and information both now and in the future, where possible minimising any ongoing ICT 'deficit'.

Enhance relationship with CC and use of CRM

Build on the existing relationship with Cambridgeshire County Council and the Contact Centre. Ensure development of the CRM to support the Council's 'Aims, Approaches and Actions' by providing a common view of our customer information.

Provide access to web based services

Ensure the adoption of web-based services and social media channels wherever possible to support both back office functions and the customer need for self-service as required.

Understand customer needs and expectations

Be customer focussed (both internally and externally), responding to needs and demands with appropriate recognition of the wider corporate involvement.

Reduce and manage risk

Provide a secure environment enabling the effective use of the Council's ICT assets, safe from inappropriate exposure and/or activity. Recognise risk and manage that risk effectively.

Reduce overheads

Contribute to the Councils need to reduce expenditure and provide value for money. Add value, increasing efficiencies and delivering benefit.

Improve ICT standards

Provide for flexible and remote working arrangements. Be seen as a corporate resource, essential to the ability to achieve our chosen goals.

Enhance information management

For the safe keeping and management of information and associated data assets, supporting the integration of services, re-use of information and the sharing of data between applications and services where legally permissible.

Exploit shared services wherever possible

Champion initiatives to seek out opportunities for joint working arrangements, continue to support and encourage partnership working and shared service provision in both the public and private sectors. Support the requirements of the EU Services directive.

Over the next years, and beyond we will continue to ensure that ICT is making a real difference. In particular, we will focus on realising the full benefits in terms of:

- value for money – building the efficient and effective Council that our community deserves;
- take up – promoting awareness, improving the availability and accessibility of services.
- new access channels that can make real changes to the quality of life for ordinary people;
- reducing avoidable contact (meeting the requirements of NI14); and
- organisational change – developing new skills, simplifying procedures and changing ways of working to meet the changing demands.

Extracting the full benefit of our ICT systems will be key to ensuring our success. Using the technology to support processes, staff will have increased opportunity to engage with the public in a more professional and efficient manner. We have significant scope to make effective use of our ICT assets; we will use our proven technologies to develop successful services in an innovative way.

The challenge is not just about 'doing IT better' but in 'doing IT differently'.

5 Implications for ICT Governance and Management

The Head of ICT, supported by SMT and the ICT Steering Group, is responsible for setting priorities, infrastructure investment decisions, sanctioning application system developments, adherence to agreed standards and ensuring alignment with business needs.

The ICT Service plays a strong central role in ensuring adoption and implementation of the ICT Strategy; the users are the “customers” of the service and are involved in a number of ways.

Users are responsible for:

- responding to the changing needs and demands of the service
- articulating their requirements
- managing their own business projects with support from ICT
- defining which users can access which functions (“application-level security”).

In ensuring strong customer focus, liaison with users is achieved by the following groups:

- ICT and Information Governance Steering Group (“ICTIG” - at corporate manager/senior manager level.
- IT Liaison Officers Group (“ITLOG” – at service manager level)
- Website Officer Working Group (“WOW Group” – comprising those with responsibility for website and intranet content).
- Individual service reviews and project development meetings.
- Appropriate ICT representation at EMT and service management team meetings.

These will provide valuable two way communication to ensure a better understanding of the service requirements both short and long term as well as direct feedback on the effectiveness of the ICT service.

The Council’s standard hardware and software image will be provided for users in all cases; where there is the requirement to procure outside of the standard, a substantive business case supported by the service area corporate manager will be required.

For major business applications and development, the selection and procurement process will be managed by the service that has responsibility for the business function. The evaluation of product functionality and usability will be lead by the service managers with full support from ICT to ensure that compliance with the ICT Strategy and the Councils adopted standards and ICT technical requirements are met. All software or systems procurement will be subject to robust project management methodology including the development of a substantive business case development, an evaluation model incorporating quality of supplier and product and the 5-year cost.

Wherever possible, software will be purchased rather than developed in-house (unless specifically approved by the ICT Steering Group).

The Council’s Standing Orders for contracts will be observed and EU procurement rules will be applied where required. All procurement of ICT and related products will be subject to prior consultation and the approval by the ICT Steering Group.

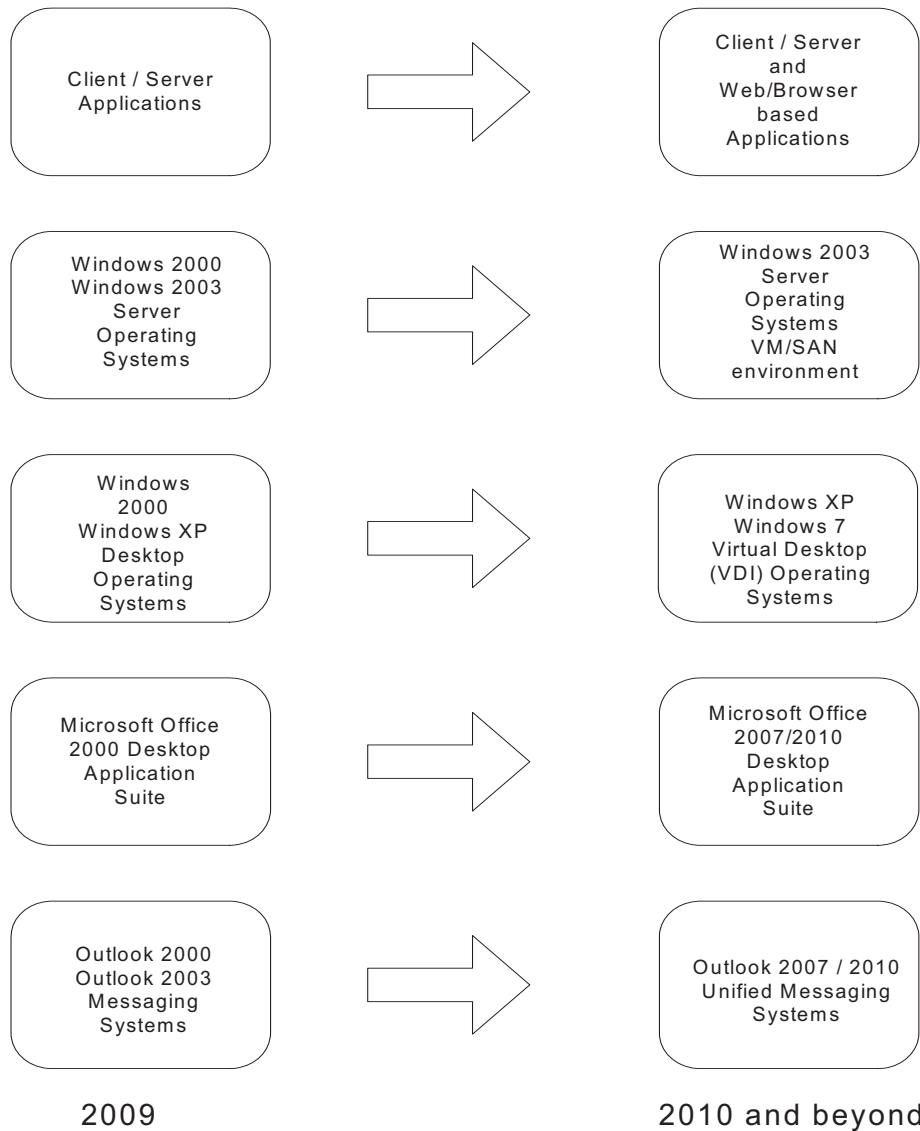
6 Funding

Capital and revenue funding of ~~£1.952.99M~~ for 2010/11, ~~£2.112.58M~~ for 2011/12 and a further ~~£1.952.49M~~ for 2012/13 has been committed to the continued development of the ICT Service to bring forward the benefits for the Council. This funding has been identified in the Council's Medium Term Financial Strategy and will be reviewed in line with the normal budget planning and approvals process.

The challenge is to ensure we reap the benefit of our investment and enjoy the efficiencies and enhancements it brings. In conjunction with the Council's Service Plans, ICT systems development is essential in helping business processes change and change for the better, enabling greater delivery at less cost.

	2010/11	2011/12	2012/13	Note:
	£	£	£	
Revenue				All figures are as per budget.
Employee related costs	923,000,000.00	937,000,923.00	961,000,946.00	
On-going Maintenance and Running Costs	272,000,295.00	276,000,302.00	283,000,310.00	Annual mid term procedures for budget revisions will affect sums indicated above.
External Contractor (Contact Centre)	684,000	694,000	742,000	Figures quoted include MTF5 uplift for indexation of 1% for 2010/11 and 2.5% for 2011/12.
Professional Services	35,000,38.00	36,000,39.00	37,000,40.00	
Other	472,000,443.00	479,000,452.00	491,000,455.00	
Total Revenue	2,386,000,1,676.00	2,422,000,1,716.00	2,484,000,1,751,000	Figures are subject to verification by Accountancy.
Capital				Project slippage may result in budget underspend, to be rolled over to the following financial year as authorised on a case by case basis.
Server Network and PC Equipment	110,000,90.00	80,000,55.00	55.00	
Access to Information Network / Infrastructure	85,000,30.00	75,000,15.00	9,000,25.00	
Electronic Access to Services Systems	410,000,154.00	4,000,324.00	119.00	
Total Capital	605,000,274.00	159,000,394.00	9,000,199.00	
Total Service Budget	2,991,000,1,950,000	2,584,000,2,110,000	2,493,000,1,950,000	

7 Standards and principles – 2009, 2010 and beyond



Standard User Interface

- The standard configuration (desktop or laptop and base system software) made available to ~~office-based~~office-based staff, Sheltered Housing scheme wardens and Members is DELL and Microsoft. Development of existing investment will be enhanced through the introduction of virtual desktop (VDI) technology as a replacement for existing desk based PC systems.
- Printing is via strategically placed high volume multi functional devices (MFD's) supplemented where necessary by the occasional Hewlett Packard DeskJet or LaserJet.
- The Councils 'PC Refresh' programme has a four-year cycle unless other business demands are identified.

Back Office Environment

- The Council's standard for new servers is DELL. Wherever possible, and on a ~~case-by-case~~**case-by-case** basis, servers will be created within the Council's virtualised (VM) environment using the storage area network (SAN). All servers are located within the Council's environmentally controlled Computer Room.
- Data integrity is complemented by a robust data backup and disaster recovery regime.

Core Systems

- The Council uses a number of software packages and system platforms to deliver its services effectively. ICT, as a key enabler, will support the ongoing development of major business systems in conjunction with the service areas. ICTIG Steering Group will monitor, recommend and assist in the development / upgrade / replacement as required and in all cases assist to ensure best value and the maximisation of the Council's investment in those systems. A summary breakdown is attached as Appendix 1.
 - *(This appendix, whilst an informing document for the ICT Strategy, will be maintained and updated separately as requirements dictate).*

Database Standards

- All internal corporate databases will be based on the Microsoft SQL standard.
- Supplier products will be evaluated on an individual basis but will be expected to conform to Microsoft SQL, Progress or Oracle standards including the use of industry standard database linking via services such as ODBC.

Network Infrastructure

- The network provides fast and reliable links between the users workstation and the servers. Based on Nortel equipment, the network supports both data and voice traffic.
- External links via private circuit or the Cambridgeshire Community Network, provide connectivity to remote sites such as Waterbeach and the Contact Centre.
- The network secured using the latest industry standard equipment and protocols. Remote access to Council systems, email filtering and web content filtering is controlled by specialised appliance based solutions.

ICT Technical Support

- ICT Technical Support is a central point of contact for the processing and resolution of all incidents and requests relating to ICT equipment, systems and services.
- The first point of contact for technical support will be via the Helpdesk.
- Incidents will be classified and prioritised according to impact.

P	Description	Definition	Update Interval	Time to Fix
1	High Impact	Incident with immediate impact on large number of council staff	30minutes *	1 Day
2	Medium Impact	Incident with immediate impact on specific groups of council staff	1 hour *	2 Days
3	Low Impact	Incident with no immediate impact to the business and all service requests	4 hours *	4 days
* Or at a time interval otherwise agreed by the user.				

- A voicemail service is available for out of hour's calls and these will be logged and processed at the start of the next working day.

Procurement

- ICT is responsible for the procurement of all ICT related hardware and software.

Project Management and Business Case

- Through the use of the Council's Project Management Toolkit, a robust platform for project management, the achievement of defined goals and assessment of benefit will be achieved.
- Business case development will be a major factor in defining service development and enhancement. In conjunction with the service planning process, best use of resources will be described in a fully supported business case.

Systems Development and Change

- The ICT Strategy underpins the aspirations of the Council's drive for continuous improvement and achievement of our goals; the aim of the ICT service will be to continue to deliver high quality services and significant service enhancements.
- The ability of the Council to introduce, resource and deliver change is one of the big challenges. Change is often something that is put upon us, something we cannot plan for, the challenge is to remain flexible and service that change to best of our ability.
- Capacity to provide for legislative change is often subject to significant rework of existing circumstance. The ICT Strategy will support that demand through it's flexible approach to addressing the Council's ICT requirements.

Innovation

- The ICT Strategy will provide an effective process in support of innovation, to encourage the development and design of better, more joined up services as the technology itself develops.

Accessibility

- Web pages, forms and printed documents should be consistent with accessibility requirements. ICT will contribute to defining and implementing corporate accessibility standards in conjunction with Communications and other key users.

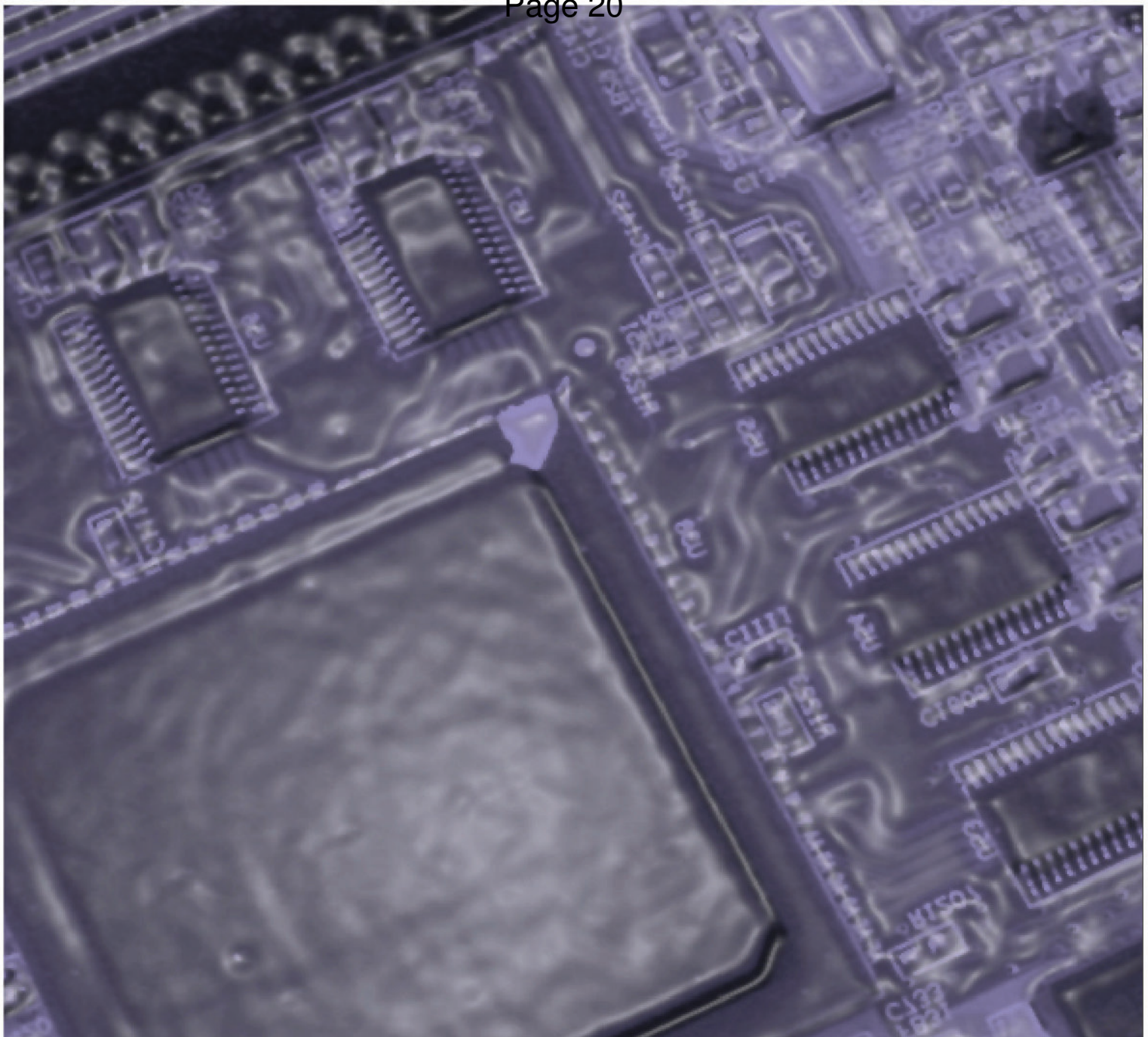
Shared Services

- Opportunities for shared services and/or partnership working should always be considered.
- Commitment to shared services/partnership working requires a corporate ~~decision which~~ decision that is made in consultation with all the services. Whether the decision is to share or not to share the reasons will be understood and should be accepted by all concerned so that the way forward is clear.
- Work needs to be done with potential partners especially, but not exclusively, other Districts within the County. This needs to cover the political, business and management impacts to work out what is feasible and practical and what is not.
- Applications used to support shared services need to be chosen carefully from suppliers who can contribute to a shared service approach. Choosing on the basis of majority use is not the best option and a more rigorous selection process is needed.

8 Risk

Delivering the ICT Strategy has generic risks associated with it and we will mitigate them by the following means.

- The adoption of systems and services that are fit for purpose.
 - We will use industry standard assessment to ensure proposed solutions identify benefit and meet best practice.
- Complexity
 - Using wide-ranging skills and resources from across the ICT service in addition to specific external expertise will support complex deployments.
- Alignment of the ICT Strategy with business demand/need.
 - Review of service plans and consultation with managers and users alike will allow for a pro-active approach to meeting the requirements.
- Project Management Methodology
 - Robust but supportive project management including the development of sound business case.
- Lack of resources
 - In recognition of the above, wherever possible, collaboration, sharing and partnership will be used to minimise cost and ensure adoption of best practice.



For further information Contact:

Steve Rayment

Head of ICT

t: 01954 713010

e: steve.rayment@scambs.gov.uk



**South
Cambridgeshire
District Council**

Appendix 1

ICT Summary Report of Major Business Applications ~ June 2009 (updated March 2010)

The following details current estimates for the ongoing support and delivery of services via the Council's major business, what action is currently in progress re upgrades/patches and what action is planned/suggested for the next 3 years (2009 – 2011) to ensure the Council can continue to deliver its business. It includes the server OS, desktop OS and Office platforms and components.

Note: The replacement costs are best estimates based on current expectations and for similar functionality to existing application. These include application software, implementation by the supplier or a third party covering initial configuration, data migration, basic training and consultancy, hardware, and operating software. It assumes that internal ICT Support will configure desktop PCs and servers. Excludes internal resources, software maintenance ($\pm 20\%$) and VAT.

Application (in alphabetical order)	Supplier, Product, Implemented	Current Version	Current Action by ICT	Planned Action For 2009 - 2011	Estimated Cost Replacement or Upgrade in 2009 – 2011 or beyond	Notes
Cash Receipting	Capita Axis Cash Receipting (ACR) 2005	5.8	None	None	None	Linked to Income Management
Content Management Systems (CMS)	Tagish ISiteSQL 2004		Maintain website structure and main components Support users	Evaluate alternatives for replacement	£150k internet and intranet	Maintains internal and external SCDC websites
Customer Relationship Management System (CRM)	Onyx OneServe 2002	Service provided by County	Implementation of integration of CRM with Env. Health M3 on hold at present	None	None	Contact Centre. Options for post 2012 to be considered
Democratic Services / Council Minutes	New Technology Enterprise (NTE) modern.gov 2004	Hosted web service so latest version	None	None	None	A good supplier and application so no plans to change at present

Application (in alphabetical order)	Supplier, Product, Implemented	Current Version	Current Action by ICT	Planned Action For 2009 - 2011	Estimated Cost Replacement or Upgrade in 2009 – 2011 or beyond	Notes
Document Image Processing (DIP)	Anite Anite@Work 2003	4.60	Consider whether to migrate to 4.65 or wait for 4.66. Migrating to 4.66 needs SQL Server 2005 which adds complexity Support integration with FMS Creditors	Consider impact of Records Management strategy Future support with Northgate take over of Anite in 2008 Long term use of DIP vs SharePoint	None	A@W is already integrated with Benefits
Electoral Register	eXpress 2008	1.0.55	None	Normal maintenance	None	Replaced Northgate Pickwick system.
Environmental Health	Northgate M3PP		Support of M3PP to ensure continued service delivery and improvement	Continued support and development	None	Process workarounds to be replaced
Financial Management (FMS) Including Accounting, Creditors, Sundry Debtors, e-Procurement	IBS/ Cedar Open Accounts 2002/3	OA v6.00 patch 1 eBis v3.0.0 patch 1	Support integration of FMS with DIP for Creditors Support implementation of e-Procurement using eBis functionality	Long-term development unknown. Unlikely to consider replacement within the next 2 years.	None	
Flexitime	Eureka Software Quantum 2006	3	Support HR with roll out to all users	Investigate options for migrating the functionality to SharePoint.	None	
GIS	GeoStore Pitney Bowes / MapInfo ±2003		Attempting to implement for County and City Councils to share the facilities and data	Continued development of existing infrastructure.	£95k (included in current budget proposals)	Uses Planweb (MapInfo) map viewer
Help Desk / Service Desk	Ibertek Magic SDE 2007	SDE v8	Upgrade to v9.6, make the current system easier to use, deploy it more widely and use it more fully. Consider alternative solutions	Remodel use and deployment or consider replacement or creating a SharePoint version	None	ICT Service review action

Application (in alphabetical order)	Supplier, Product, Implemented	Current Version	Current Action by ICT	Planned Action For 2009 - 2011	Estimated Cost Replacement or Upgrade in 2009 – 2011 or beyond	Notes
Housing Choice Based Lettings (CBL)	Locata HomeLink 2008	Shared and hosted so latest version	Support users as required	None	None	A hosted web application operating as a sub-regional facility
Housing Asset Management & Maintenance	Keystone Keystone 2007		Support users as required	None	£50k, plus Orchard interface (not in current budget proposals)	No action if housing stock is not retained
Housing Management	Orchard ArcHouse ±2000	2005A60D	Support users as required	Awaits output from Housing Futures project	£150k (in current budget proposals)	Future direction dependant on Housing Futures
Housing Repairs	Wrekin Housing Hand-e-Work 2006		Support users as required	Consider ways to automatically input updated jobs back into Orchard	£50k, plus Orchard interface (not in current budget proposals)	No action if housing stock is not retained
Housing Stock Condition Surveys	South View Solutions SVS OnSite Planned 2009	Not yet implemented	Support implementation of the application. Housing target date is end of March 2009	Another module may be able to replace Hand-e-Work and provide Orchard integration	None	
HR/Payroll	Northgate/Arinso ResourceLink 2004	RE01P01	Migrate to RE01P06 Support users with reporting and technical advice where required	Use of self service functions should be re- considered	£40k self service (not included in current budget proposals)	Uses Business Objects for reports Uses Org+ for organisation charts
ICT Desktop Operating Systems	Microsoft Windows XP 2006+	XP SP3	Support existing infrastructure, replace Vista	Review options for MS Windows 7	Within existing budget proposals	Vista not suitable business product
ICT Desktop Systems	Microsoft Office, Outlook, Internet Explorer	Office 2000 Outlook 2002 IE6	Migrate to IE7	Migrate to Office 2007 or Office 2010	£100k for software licenses (in current budget proposals)	Could consider OpenSource software but not recommended

Application (in alphabetical order)	Supplier, Product, Implemented	Current Version	Current Action by ICT	Planned Action For 2009 - 2011	Estimated Cost Replacement or Upgrade in 2009 – 2011 or beyond	Notes
ICT e-mail Archiving	Quest Archive Manager 2004	4.0.5.126	None	None	None	
ICT Government Connect	DWP initiative for Central Government 2009	-	Preparation for CoCo 4.x (August 2010 implementation)	Ensure compliance and continued development of possible efficiencies	£5K per annum infrastructure changes (included in current budget proposals)	DWP initiative for all local authorities to use GCSx for secure e-mail and data transmission
ICT Server Operating System	Microsoft Windows Server	2000 and 2003	Migrating to 2003 where servers are replace or applications require it	Reuse of existing hardware/license where required.	None	VM / SAN project
ICT Web Browser	Microsoft Internet Explorer 2000	IE6	Migrate to IE7 where there is a specific requirement (e.g. Planning)	Migrate all users to IE7	None	A few users have others browsers for testing purposes
Income Management, including Cash Receipting, Card Payments, Phone Payments	Capita Axis Income Management 2005	AIM v4.8	Analyse and support on- going improvements to processes and procedures to make it more effective and efficient.	Review application administration, currently with Revenues, may need to be with Accounts.	None	See Cash Receipting
Information Asset Register	Paribus Paribus 2004	-	Out of date and being replaced by simpler spreadsheet based on internal records management survey	Replace spreadsheet with a database or SharePoint	None	
Land & Property Terrier	Northgate Non-M3 version 2007		Support users as required	Keep under review	None	
Land Charges	Northgate M3 version 2008		Basic application implemented, now moving on to move to NLIS Level 3 compliance	Support development of NLIS Level 3 and use of spatial data.	As above	Need to consolidate existing product.

Application (in alphabetical order)	Supplier, Product, Implemented	Current Version	Current Action by ICT	Planned Action For 2009 - 2011	Estimated Cost Replacement or Upgrade in 2009 – 2011 or beyond	Notes
Licensing	LaPac LaPac 2006	Unknown	Support users as required	None	None	Black box application supplied and maintained by LaPac
Local Land & Property Gazetteer (LLPG)	Aligned Assets LLPG 2008		Support / provide dft data feeds to other applications as required Maintain / provide UPRN match to other applications as required	Continued development and integration with applications and the portal.	None	Replaced MapInfo LLPG
Meeting Room Manager	NetSimplicity MRM Web 2005	7 SP2.2	Support users as required	None	None	
Performance Management	Corvu Corvu 2008	Hosted by County so latest version	Support for reporting	Continued support	None	
Planning Building Control	IDOX/CAPS UniForm 2004		Upgrade / replace	Consider alternatives (Swift LG Planning system)	£30k (included in current budget proposals)	Budget may not be required if deployment of Swift LG
Planning Development Control	In-house / JDI Devcon 2008	Devcon2	Implementation of Swift LG system	Develop Swift LG system	Unknown	HPDG ??
Planning Expert System	In-house / JDI Planning Expert ±2006			None	None	
Revenues Web Access & e-Billing	IBS Open Access / e- Billing 2008/9	-	Implementation support for users.	Alternative version of e-Billing with web access may be preferred	None	

Application (in alphabetical order)	Supplier, Product, Implemented	Current Version	Current Action by ICT	Planned Action For 2009 - 2011	Estimated Cost Replacement or Upgrade in 2009 – 2011 or beyond	Notes
Revenues: C. Tax, NNDR, Rents, Housing Benefits, Sundry Debtors for Benefits BACS payments	IBS OpenSystems 2002	Core v2.33.09 Open Revs v3.93.09 Open Housing (Rents) v7.00a Open Exec (Open Vision) v3.93.06	Implementing a web service for customers to access their account online and e- Billing to reduce the need to print and post paper bills.	Consider looking for an alternative Rents module that is more compatible with Orchard.	None	Also use PTC Scheduler for job scheduling and Hummingbird for Reports
Vehicle Tracking	Amatics Amatics 2007	Hosted web service so latest version	None	Ensure service levels are maintained following the Amatics take over by Cybit	None	
Waste Management	Whitespace Power Depot/ Waste 2000 2007	Client: v6.7.1 - 071207	Support users with evaluation of new features	Possible extension to bulky waste etc., depending on new EH application	None	

SOUTH CAMBRIDGESHIRE DISTRICT COUNCIL

REPORT TO: Policy and Performance Portfolio Holder 11 March 2010
AUTHOR/S: Corporate Manager (Community and Customer Services)

COMMUNITY & CUSTOMER SERVICES SERVICE PLAN 2010/11

Purpose

1. To invite the Portfolio Holder to comment on and endorse the Community & Customer Services service plan for 2010/11.

Background

2. The service planning process for 2010-11 is a critical aspect of the Council's businesses planning cycle. It is key to delivering the 3A's; developing performance management; involving staff; and linking resources with service development. Each Corporate Manager has prepared a service plan for their service areas.

Considerations

3. Each year the Council carries out an annual business planning cycle, starting with setting high level objectives in June/July; then continuing with service planning and budget planning in the Autumn; and ending with the final approval of budgets and service plans in February/March. The Corporate Plan is revised and rolled forward at the end of that process and reflects all the preparation that has led up to it.
4. The Community & Customer Services Service Plan is attached as Appendix A. It has been drafted to ensure that it has complied with current internal guidance and taken into account the current position of the authority in terms of resources. The Portfolio Holder will notice that budget information is outstanding at section 8. This will be provided before the meeting.
5. In terms of next steps, following agreement, actions detailed in the improvement and operational plans will then be input into CorVu to facilitate monitoring throughout 2010/11.

Implications

6.

Financial	As detailed in the attached service plan
Legal	
Staffing	
Risk Management	
Equal Opportunities	

Consultations

7. SMT, staff and Members have been consulted in the production of the plan. Customer views obtained via other sources are included in the plan and have provided valuable information on the service improvements and / or performance.

Effect on Strategic Aims

8.	Commitment to being a listening council, providing first class services accessible to all.
	Commitment to ensuring that South Cambridgeshire continues to be a safe and healthy place for all.
	Commitment to making South Cambridgeshire a place in which residents can feel proud to live.
	Commitment to assisting provision for local jobs for all.
	Commitment to providing a voice for rural life.
	As detailed in the attached service plan.

Conclusions

9. As outlined throughout the report, the service planning process for 2010-11 is a critical aspect of the Council’s businesses planning cycle. It is key to delivering the 3A’s; developing performance management; involving staff; and linking resources with service development. Each Corporate Manager has prepared a service plan for their service areas. The Community & Customer Services Service Plan has been drafted to ensure that it has complied with current internal guidance and taken into account the current position of the authority in terms of resources.

Recommendations

10. The Portfolio Holder is invited to comment on and endorse the service plan attached as **Appendix A** to this report.

Background Papers: the following background papers were used in the preparation of this report:

None

Contact Officer: Paul Howes – Corporate Manager (Community and Customer Services)
Telephone: (01954) 713351



South Cambridgeshire District Council

Community & Customer Services



SERVICE PLAN 2010/11 to 2012/13



INVESTORS IN PEOPLE

Approved by:

Portfolio Holder (Partnerships)	Corporate Manager
Name: Cllr Ray Manning, Leader	Name: Paul Howes
Signed:	Signed:
Date:	Date:

Portfolio Holder (Communications)	Corporate Manager
Name: Cllr Tim Wotherspoon	Name: Paul Howes
Signed:	Signed:
Date:	Date:

Portfolio Holder (Policy & Performance)	Corporate Manager
Name: Cllr Tom Bygott	Name: Paul Howes
Signed:	Signed:
Date:	Date:

Portfolio Holder (Equality & Diversity)	Corporate Manager
Name: Cllr Mark Howell	Name: Paul Howes
Signed:	Signed:
Date:	Date:

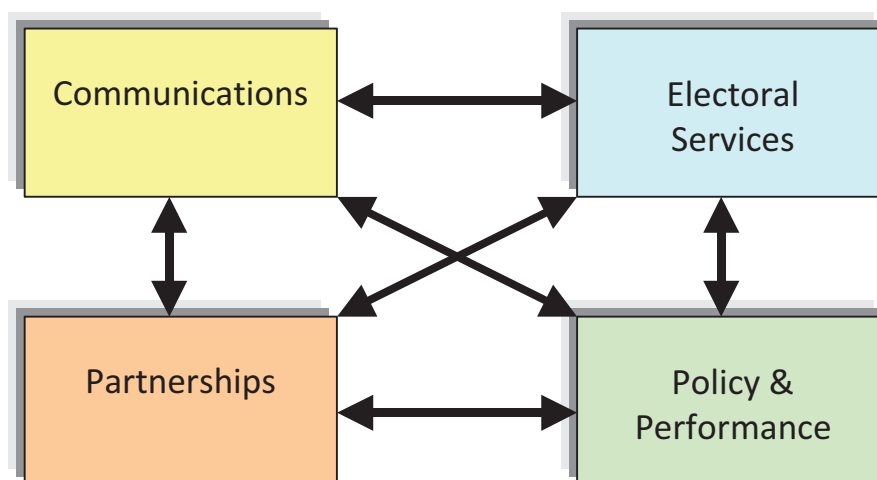
Portfolio Holder (Elections)	Corporate Manager
Name: Cllr Simon Edwards	Name: Paul Howes
Signed:	Signed:
Date:	Date:

1. About our service

The key functions of the Community and Customer Service area are:

- ❑ To communicate the Council's vision, priorities, objectives and processes effectively both to staff, through an effective internal communication and consultation process, and externally to partners, agencies and the public.
- ❑ To develop and actively contribute to the delivery of the Council's corporate communications strategy by maintaining positive relationships with stakeholders including the media and protecting and improving the reputation of the Council.
- ❑ To actively foster and develop positive relationships with local organisations and partners, including the voluntary sector and local business as well as other statutory bodies at county, regional and national levels.
- ❑ To ensure that the Council meets all statutory requirements regarding electoral registration and the conduct of elections.
- ❑ To support the Council's policy-making and service planning processes ensuring their links with the Corporate Plan and the needs of customers and local communities.
- ❑ To support the monitoring and benchmarking of service delivery against national and local indicators and to empower managers across the Council to take action to improve performance where necessary.
- ❑ To champion the examination of policy and services from the perspective of customers, Partners and communities across all services.
- ❑ To make an active and positive contribution to the Council's process of implementing cultural change and organisational development and help to embed a shared vision and values across the organisation.

Community and Customer Services comprises of four teams - Communications, Electoral Services, Partnerships, and Policy & Performance.



It should be recognised that there are synergies between functions and a number of shared responsibilities that necessitate close working between the teams and with other service areas across the Council.

Communications

The Communications Team is responsible for the following activities:

- Supporting the Council in meeting its statutory duty to inform, consult and engage residents and communities
- Ensuring that Council communications comply with legislation
- Supporting services in their duty to “warn and inform” under the Civil Contingencies Act
- media relations – press office, media releases, media briefings / conferences, coordinating broadcast and print interviews, working with reporters / editors, promoting and pursuing positive opportunities
- publications – including residents’ quarterly *South Cambs magazine*
- corporate branding – reviewing and monitoring use of the corporate brand and guidelines for its use
- promotional work – posters, displays, leaflets to support services and corporate initiatives
- internal communication – including staff magazine, Corporate Brief and intranet ‘Pinks’ and ‘Hot Topics’
- reputation management – including strategic communications planning for management or corporate initiatives such as service changes, budget savings and growth areas

Electoral Services

The Electoral and Support Services Team is responsible for the following activities:

- compilation and maintenance of the electoral register
- management of elections
- promoting democratic engagement

Partnerships

The Partnerships Team is responsible for the following activities:

- Taking the lead role in preparation and delivery of the Sustainable Community Strategy for the South Cambridgeshire Local Strategic Partnership (LSP)
- Supporting the development and implementation of the Cambridgeshire Local Area Agreement (LAA)
- Taking the lead role in the preparation and delivery of the Community Safety Rolling Plan for the CDRP
- Managing projects to enable the delivery of the Sustainable Community Strategy, the LAA and the Community Safety Rolling Plan
- Supporting Parish Councils and the voluntary and community sector to influence Council, LAA and Local Strategic Partnership (LSP) decision-making and promoting an environment for a thriving third sector
- Coordinating the delivery of the Council’s Community Engagement Strategy, including neighbourhood panels, parish planning, parish charter and information events

Policy & Performance

The Policy and Performance Team is responsible for the following activities:

- Promoting equality and diversity and ensuring that the Council complies with all related statutory requirements
- Supporting the Scrutiny and Overview function and ensuring that it meets relevant statutory requirements such as annual Crime and Disorder scrutiny
- Publishing performance information for National Indicators to statutory timescales
- Supporting the development of corporate priorities and policies
- Developing and supporting corporate consultation
- Providing a central hub for community intelligence, comprising consultation, value for money, benchmarking and demographic information.
- Co-ordinating the Council's response to, and helping the Council to perform as well as possible in relation to, audit and inspection regimes
- Promoting and supporting performance improvement throughout the organisation
- Supporting the Service First Steering Group to improve customer service and leading the project to achieve Customer Service Excellence accreditation by March 2011
- Managing the Council reception service at Cambourne
- Managing customer service processes such as complaints, comments and compliments management.
- Monitoring Council performance against key customer service indicators.
- The monitoring & review of the Council's contract, financial payments and performance of the Contact Centre.



2. The Context for Our Plan

a) External Drivers

The following external drivers will influence the service

<p style="text-align: center;">Political</p> <ul style="list-style-type: none"> • Role of Members in the LAA and partnerships • Involvement of Members in the improvement agenda, including values and scrutiny • Local and general elections • Potential impact of change of government on inspection regime • Recognition of the role of the Communications team in reputation management • Expectation of partners in joint communication projects • Political appetite for shared services between authorities and other public sector providers • 	<p style="text-align: center;">Economic</p> <ul style="list-style-type: none"> • Council budgets and financial position • Recession resulting in <ul style="list-style-type: none"> • more demand on voluntary advice and support organisations • potential increase in crime levels • potential loss of advertising revenue for <i>South Cambs magazine</i>
<p style="text-align: center;">Social</p> <ul style="list-style-type: none"> • Demographic changes • Housing costs and availability • Transport issues • Growth areas e.g. social housing, age, cultures, religion – differing communication needs and implications for equality, diversity and community cohesion • ‘Them’ and ‘Us’ danger – need to manage communications with new and existing communities • Increasing customer expectations 	<p style="text-align: center;">Technological</p> <ul style="list-style-type: none"> • Further developing performance management ICT and sharing data with partners • Potential for new technology to open communication channels, especially for new home areas • Need for provision of basics such as broadband across the district, including new communities. • Increasing impact of ‘social’ networking sites
<p style="text-align: center;">Legislation</p> <ul style="list-style-type: none"> • CAA regime with its emphasis on performance improvement • Further legislation aimed at strengthening local democracy • Increased scrutiny powers and duties through Local Government and Public Involvement in Health Act 2008 and Police & Justice Act 2007 • Single Equality Bill’s new duty to reduce socio-economic inequality • Individual Registration from July 2010 	<p style="text-align: center;">Environmental</p> <ul style="list-style-type: none"> • Rural areas with differing communication needs • Increasing necessity to look at environmentally-friendly, yet effective methods of communication

b) Key Partners

- Members of Cambridgeshire Together
- Members of South Cambridgeshire Local Strategic Partnership and its theme groups, such as the Crime and Disorder Reduction Partnership

- Cambridgeshire consultation partnership
- Cambridgeshire Direct
- Cambridgeshire scrutiny network
- Contact Centre
- East of England scrutiny network
- Equalities Consultative Forum
- IDeA and Improvement East
- Local and industry media
- Parish councils
- Performance management partnership with the County Council and other district councils using CorVu
- Stonewall (The UK's leading charity campaigning to promote lesbian, gay and bisexual equality in the workplace and wider community)
- Voluntary and community sector organisations funded by the Council

c) Strengths and Weaknesses

<p>Strengths</p> <ul style="list-style-type: none"> • Professionalism, skills and experience • Multi-disciplinary teams • Enthusiasm and commitment • Externally funded posts based at SCDC provide links and resource gain • Working directly with communities to find out their needs • Excellent officer relations with partners from all sectors • Award-winning magazine recognised and valued by staff, councillors, partners and residents • Strengthening relationship with Parish Councils 	<p>Weaknesses</p> <ul style="list-style-type: none"> • The service is stretched over a range of complex corporate projects with limited resources: for example <ul style="list-style-type: none"> - Customer Service Excellence (CSE) accreditation - communications projects beyond South Cambs magazine • Management changes with long spells of management vacancies • Lack of technical systems expertise to enable better use, support and development of Resourcelink • Insufficient research expertise • Small teams reliant on individuals' knowledge and skills
<p>Opportunities</p> <ul style="list-style-type: none"> • The new Corvu system • Equalities agenda/EqlAs allow more evidence based decision making • More working in partnership to increase outcomes • Build on excellent place survey results for civic participation, volunteering and perceptions of ASB • LSP merger with Cambridge City • Scope for greater co-operation and joint work between our teams • New Corporate Manager will improve capacity • Work with graphics and website officers to achieve consistency of communication • Growing use / importance of social media (blogs etc) • Increased importance of communications recognised by Place Survey and performance indicators • Need to promote the Council's achievements and value for money • Need to develop political support for the role of scrutiny • Establish the Policy and Performance Team as the central hub for community intelligence, consultation, benchmarking and other demographic information. • Respond proactively to current and future inspections to raise the Council's score whilst improving service outcomes. 	<p>Threats</p> <ul style="list-style-type: none"> • New National Indicator set and performance management framework • Funding coming to an end – Equalities secondment • Lack of understanding of impact of growth areas • Lack of buy-in to strategic communications • Increased social media v traditional channels • Greater scrutiny responsibilities not matched by greater resources • No additional funding to meet additional legislative changes relating to electoral services and scrutiny • Lack of capacity and corporate buy-in elsewhere in organisation to support key corporate projects e.g. Customer Service Excellence. • Cuts to grant schemes such as Mobile Wardens Scheme from 2011/12 resulting in greater need for public agencies to intervene in the future.

3. Council Objectives

The Council set Aims, Approaches and Actions for 2010/11, which helps us to achieve the South Cambridgeshire Sustainable Community Strategy, the Council's vision and the county-wide Local Area Agreement (LAA).

Community and Customer Services plays a crucial role in the centre of the organisation, helping all services work towards achieving the Council's strategic aims.

Five aims have been set for 2010/11, namely;

Aim A - We Are Committed To Being A Listening Council, Providing First Class Services Accessible To All

Aim B - We Are Committed to Ensuring that South Cambridgeshire Continues to be a Safe And Healthy Place for You and Your Family

Aim C - We are Committed to Making South Cambridgeshire a Place in which Residents can Feel Proud to Live

Aim D - We are Committed to Assisting Provision of Local Jobs for You and Your Family

Aim E - We are Committed to Providing a Voice for Rural Life

The communications, elections, policy and performance and partnerships teams support the delivery of all five Aims.

DRAFT COUNCIL ACTIONS FOR 2010/11

Community and Customer Services provides corporate support for the delivery of all of the 12 Council Actions agreed in draft form by the Cabinet on 10 September 2009.

We have direct or shared responsibility for carrying out specific actions ourselves related to five of them:

We will achieve Customer Service Excellence accreditation by 31 March 2011 – project-managing Council-wide work towards implementing this action.
We will increase the number of teenagers taking part in positive activities by 500 in 2010/11
We will achieve 10% reductions in the emission of CO ₂ from the Council's operations and publicise the outcome in order to set an example to other organisations
We will work with parish councils to complete at least 6 local projects (or other quantified targets to be developed) supported by LPSA funding to contribute to the county target for the reduction of CO ₂ emissions
We will implement key actions (yet to be determined) from the Community Transport Plan

VALUES

The Council has also adopted a set of Values, which will be embedded in the service in 2010/11 through behaviours agreed across the Council:

- Customer service;
- Mutual Respect;
- Trust;
- Commitment to Improving Services

The Policy and Performance team led on ongoing work to embed these Values within the organisation, co-ordinating the work of Council-wide steering group during 2009-2010.



4. Service Objectives

Service objectives have been developed to take account of the Council's aims, approaches and actions, which assist the Council in delivering the Cambridgeshire Local Area Agreement and the South Cambridgeshire Sustainable Community Strategy.

1. To work towards the following communications objectives - that
 - the council is held in high repute by all stakeholders for its services and the leadership it gives to all South Cambridgeshire communities
 - members and staff feel well informed and act as advocates for the council with all stakeholder groups
 - the council is valued by residents and all stakeholders for the quality of the services it delivers and its successes in championing the needs of South Cambridgeshire at the local, regional and national level.
2. To support the democratic process by striving to make voting and voter registration easier, secure and more accessible to all, using the most up to date methods.
3. To build strong and sustainable communities through the continuing development and delivery of activities, resources and support to strengthen the skills and confidence of people and community groups to enable them to take effective action and leading roles:
 - Support partnership action aimed at creating sustainable communities, through ensuring robust governance, council engagement and appropriate leadership
 - Co-ordinate the delivery of the district council's Community Engagement Strategy
 - Empower and engage the third sector
 - Empower and engage Parish Councils
4. To work with local people and partners to co-produce strong, safe and sustainable communities
 - Promote and support effective partnership action through ensuring robust governance, council engagement and appropriate leadership
 - Promote and support effective community engagement, providing opportunities for individuals and organisations to influence decision-making
 - Support, engage and empower the third sector
 - Support, engage and empower parish councils
 - Work together with partners to tackle anti-social behaviour and the impact it has on local communities
 - Work together with partners to reduce crime and the fear of crime
5. To promote equality and diversity, targeting resources to those in greatest need.
6. To work with the Service First Group to promote a culture and commitment to excellent customer service across the Council, with the whole Council achieving the national Customer Service Excellence award by 31 March 2011.

7. To provide a reception service which is an outstanding first point of contact at which customers can easily access services and information.
8. To keep under review the Council's contract with the Contact Centre and the resulting level of service provided, resolving issues with the Contact Centre management or through other agreed mechanisms, as appropriate.
9. To support the development and achievement of the Council's strategic objectives through policy planning, community intelligence, corporate consultation, Councillor scrutiny and performance improvement.



5. Our Customers

We have a range of customers including;

- **Internal** customers –
 - staff and Members – who receive support regarding communications; partnership advice; customer service (for example through Reception and the complaints system); performance management (CorVu); policy advice, service planning; equality and diversity; and scrutiny.

- **External** customers –
 - Residents of the district, as service users, Council Tax-payers and electors
 - members of the local community,
 - partner organisations,
 - grant recipients,
 - parish councils,
 - businesses,
 - the voluntary sector and community groups,
 - visitors to reception,

and including;

- Internal audit, external audit, Audit Commission and other inspection bodies.

What do customers think of our services?

The completion of the Place Survey is managed by Community & Customer Services and gives an important insight into satisfaction within the district area. The survey is carried out every two years, with the last survey taking place the 2008-09 financial year.

The vast majority of residents (90%) were satisfied with their local area as a place to live (NI5) with a third (35%) stating they were very satisfied. Just 3% said they were dissatisfied. This is a 6% increase in satisfaction compared with 2006/07 BVPI results (84%)

South Cambridgeshire scored exceptionally highly for most National Indicators, performing amongst the top 50 district councils nationally (1st quartile) for twelve out of the eighteen National Indicators. More notably, South Cambridgeshire District Council occupies a position amongst the top 10 highest performing district councils on 5 indicators as described below (N.B. All comparisons are made among other district councils and not all local authorities).

South Cambridgeshire occupies the 1st position out of all 201 district councils, nationally, for NI41 - People being drunk/rowdy being perceived as a problem (9%). Furthermore, the percentage of people who consider drunk and rowdy behaviour to be a problem in their area has dropped by 3% from the 2006/07 BVPI survey (12%).

South Cambridgeshire also occupies the 3rd position out of all 201 district councils for NI42 (perception of using/dealing drugs being a problem), nationally, and 2nd

place amongst its 13 CDRP (Crime and Disorder Reduction Partnership) statistical neighbours, scoring exceptionally well. Most importantly, the percentage of people who consider people dealing or using drugs to be a problem in their area has decreased significantly by 12% from the 2006/07 BVPI survey (25%).

Findings for the remaining 3 NIs where South Cambridgeshire occupies one of the top 10 positions include:

Overall, very few people thought anti-social behaviour to be a problem in South Cambridgeshire, putting the District Council in the 5th highest position among other district councils (7.5%).

An exceptionally high percentage of one in five (20%) South Cambridgeshire residents have been involved in Civic Participation in the last 12 months, placing the District in the 7th position nationally.

Finally, a third of all residents (33%) have participated in regular volunteering in the past 12 months, placing South Cambridgeshire in the 8th position nationally.

The general picture that forms from this analysis is that South Cambridgeshire is performing exceptionally well in regards to tackling crime and anti-social behaviour, although this is not reflected in residents' perceptions of the work public providers are doing, with South Cambridgeshire occupying the 100th position nationally among district councils in regards to NI21 - the percentage of people who agree the police and other local services are successfully dealing with local concerns about anti-social behaviour and crime issues. This gap between perceptions of incidents of crime and anti-social behaviour, and perceptions of the public service providers' role in tackling crime and anti-social behaviour, is an issue for further research.

Fewer than one in two residents (44%) were satisfied with the way South Cambridgeshire District Council runs things. This is lower than the average satisfaction for all district councils in Cambridgeshire at 48% and the national average (all authorities) of 46%. In 2006/07 BVPI 57% of residents were satisfied with the way the Council runs things, signifying a 13% decrease in satisfaction. This is a significant drop, even in the light of satisfaction decreasing nationally, albeit to a lesser degree of 7% (from 53% in the 2006/07 BVPI survey to 46% in 2009).

A third of all residents (33%) agreed that South Cambridgeshire District Council provides value for money while 28% disagreed. This is lower than the County average of 36% but on par with the national average of 33% (all authorities). This is a major decrease of 16%, compared with 2006/07 BVPI results when 49% of residents thought the Council provides value for money. National trends show a similar drop in value for money across all authorities, although to a lesser degree of 12% (from 45% in the 2006/07 BVPI survey to 33% in 2009).

Both of these areas will be addressed in the Community & Customer Services improvement plan (Appendix B).

In terms of communication, 46% of residents feel well informed about the Council, more than all other residents in the county (2008 Place Survey). The readership survey of Spring 2009 shows a high satisfaction rate with *South Cambs magazine*. Around three quarters found the magazine easy to read, well designed and informative.

Internal communications are improving - two thirds of staff feel well informed and 78% have regular team meetings. 97% of managers have attended corporate brief and 100% agree that they get the information they need to brief their team. 90%

prefer the new style of delivery. Any issues arising from the 2009 staff survey will be built into the refreshed communication strategy and action plan.

As part of the internet registration process, electors have provided feedback on the registration service. All the feedback has been positive and demonstrates the growing demand of the electorate to use electronic methods of communicating with the Council.

The Policy and Performance Team asked for feedback from internal customers on its roles and responsibilities and this led to a restructuring of the team, and a refocusing of priorities being implemented from Autumn 2009.

The Scrutiny and Overview Committee conducted an annual survey, which showed Cabinet's and officers' growing confidence in its abilities. Feedback following the Orchard Park review was very positive. One minor reservation was expressed regarding the task and finish group's need for less formality; this will inform our approach at future reviews.

The Scrutiny and Overview Committee also provides a feedback form for people who attend their meetings. Last year these showed that people always felt welcome, that they could generally understand what is going on and they felt that the committee worked efficiently and effectively. Some would have liked more time for residents' questions.

Regular externally run surveys indicate good levels of satisfaction among visitors to the Cambourne office, with the majority rating our reception service as excellent and no visitors rating it as poor.



6. Are we meeting the needs of all our community?

South Cambridgeshire is predominantly rural in nature, with 101 villages, no urban centres and an area of approximately 90,000 hectares. The population is approximately 140,000 and population density is low at 1.6 persons per hectare.

There is little deprivation in South Cambridgeshire with the area ranked 5th least deprived in England using the Indices of Multiple Deprivation.

The population of South Cambridgeshire is predominantly white British (89.5%). The largest individual ethnic minority population in the district is the fluctuating Traveller population, estimated at 1,330 people (1 per cent of the population of the district) in the sub-regional Travellers Need Assessment survey published in 2006.

The Council's offices are located in Cambourne, which is towards the geographical centre of the District, and are fully accessible to persons with a disability. Cambourne is easily accessible by road and is well served by public transport by bus from Cambridge. However, unless residents live on the Cambridge – Cambourne – St Neots bus route they will need to take two bus journeys to reach the offices. There is little call for residents to visit the village of Cambourne other than to attend to business with the Council and consequently most residents prefer to transact their business by telephone. The Contact Centre is open for calls 72 hours per week from 8am to 8pm Monday to Saturday providing a high level of accessibility. Callers may use type-talk, language line or text-phone to contact the Centre.

The Policy and Performance team is supporting all services within the Council to understand customers' changing needs and is providing a corporate project lead to achieve Customer Service Excellence accreditation by March 2011. Customers' equalities data is starting to be effectively mapped in some service areas and this is being further developed alongside the Equality Impact Assessment (EqIA) process. These assessments identify and analyse the positive and negative equality impacts of the Council's key policies and functions.

We have supported managers in completing a total of 46 High and Medium risk Equality Impact Assessments (EqIAs) by 31 March 2010. In 2010/11 we will focus on Low risk EqIAs and help managers to improve monitoring of customers' equalities data. We have strengthened the reporting process to ensure that all reports to Cabinet or Council now include an EqIA.

A key message is that the percentage of residents aged 65 or above is forecast to rise from 14.8% in 2001 to 23.5% by 2021. Conversely, the percentage of under 20-year olds is forecast to decrease from 25% in 2001 to 22.6% by 2021. The Gypsy and Traveller population is also growing and the District is reported to have one of the highest populations of migrant workers in the country.

In 2009 we enrolled the Council as a Stonewall Diversity Champion, demonstrating the Council's commitment to promoting lesbian, gay and bisexual equality in the workplace. We will support national and international equality and diversity events during 2010/11, within the resources available.

From April 2011 we will look at developing a Single Equality Scheme to cover age, disability, gender, race, religion/faith and sexual orientation - and consider a 7th strand of equalities, called 'rurality.'

We have revised the voluntary sector grants process to benefit more residents.

7. Our Performance and Plans to Improve

Achievements in 2009/10

The revised corporate brief style was well received by staff and is helping to strengthen relationships between EMT and their managers.

Communication of the Gypsy and Traveller Development Plan Document was very successful with well-attended exhibitions, balanced and informed media coverage and informed representations. This has led to South Cambridgeshire being hailed as a leader in this field.

Positive engagement with local media and news agencies continues, with improving relationships on all side. This has been supported by informal feedback.

All Electoral Commission performance standards were met or exceeded.

With funding from central government a flyer was included with 2009 canvass form to encourage households to respond. South Cambridgeshire had the highest turnout in the county for the combined local and European elections in June 2009. The elections were conducted smoothly; the count was completed and results announced well within target times.

We were able to disband the Improvement Board created following the Corporate Governance Inspection of 2008. The assessment was that the Council has some way to go but there has been significant improvement in our governance arrangements.

In June 2009 we achieved Level 2 of the Local Government Equalities Standard. An IDeA review showed that we were in fact well on the way to the 'Achieving' level of the Equalities Framework, which we aim to reach by June 2010. As a member of Stonewall we will have access to a national benchmarking framework on equalities.

We won a national award from the Centre for Public Scrutiny for the best use of scrutiny resources. We had completed a wide ranging review of Orchard Park, supported by one full-time scrutiny support officer, which equates to the average level of support amongst district councils.

The new Performance Management system (CorVu) was successfully launched on the Council's intranet (In-Site), providing easy access to all staff and Members to timely, clear and accurate performance information.

A system to capture and analyse NI14 data has been successfully implemented throughout the authority.

Performance against complaints performance indicators has improved from 2008-09 with the overwhelming majority of complaints responded to within publicised timescales.

The authority has reduced its average Local Government Ombudsman response time from 37.5 days to an estimate of 28 days.

The Contact Centre Training and Development Strategy has been implemented throughout all areas serviced by the Contact Centre. As a result the Contact Centre have a fully trained team of staff and have consistently met the service level agreement.

Where we plan to improve

With the appointment of a new full-time corporate manager, Community and Customer Services will aim to provide a more coherently understood and better-coordinated service for internal and external customers.

The intention is to provide a clear focus for all services falling under Community & Customer Services and re-establish their position within the authority as a whole. The vision is for Community & Customer Services to become a central 'hub' for data and information within the authority in areas such as community intelligence, consultations, service planning and project management. This vision is supported by the improvement plan attached as Appendix B, which sets out a comprehensive, ambitious and far reaching set of actions for 2010/11. These will be monitored on a regular basis to ensure the improvements are being delivered and outcomes are evidenced throughout the authority.

Improvements in all aspects of customer service are expected as a result of working towards the Customer Service Excellence Standard, specifically regarding customer insight and consultation. To enable the Council to put the customer at the heart of its service delivery, Service First Steering Group will be seeking to improve consultation and data collection across the Council, with the Policy and Performance Team, as outlined above, aspiring to establish itself as the central point for consultation responses to be used as a corporate resource.

We are seeking the 'Achieving' level of the Equalities Standard, an award which will confirm how far the Council has come in a relatively short period of time towards achieving positive outcomes for staff and customers in terms of equal opportunity and tackling all forms of discrimination.

We will work to improve public perception about the value for money provided by SCDC. In the 2008 Place Survey, only 33% of residents agreed that SCDC provides value for money - on a par with the national average but 3% lower than the Cambridgeshire average. A sizeable 39% neither agreed nor disagreed which suggests low awareness of the value for money they are receiving, given that SCDC has the 12th lowest council tax of all district councils.

We also plan to set up a staff forum if resources allow.

Recruitment of a new, more senior electoral services assistant will enable us to provide more consistent service delivery. Implementation of the new legislation regarding individual registration will enable the electorate to have more faith in the integrity of the electoral system.

We will continue to build relationships with parish councils and work with them to deliver on their community-led plans.

We will support the Crime and Disorder Reduction Partnership to clearly identify its priorities, make even better use of its resources and publicise the effectiveness of the partnership working that is occurring across the district.

The appointment of a new policy and performance manager and senior policy officer will increase capacity to provide a 'horizon-scanning' policy service and to assume responsibility for establishing a consistent approach to project management across the Council.

Following a restructure of the policy and performance team, its members will aim to provide a tailored and more effective link with individual service areas.

8. Our Financial Resources

To be added into final service plan in March with info supplied by Finance.

9. Value for Money

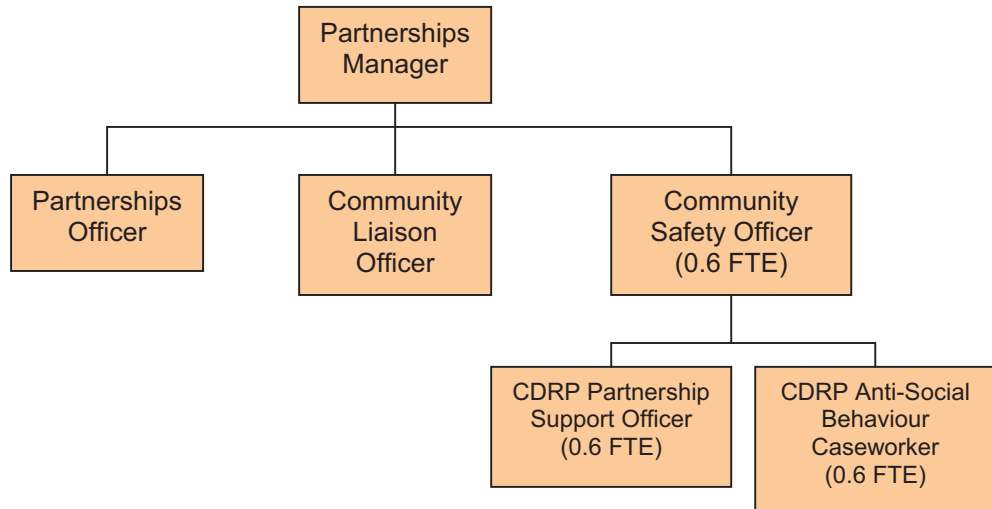
The Communications, Electoral Services, Partnerships, and Policy & Performance teams are all small, lean teams. Value for money comparison with other councils is difficult because all have different structures and ways of providing these services. However, there are some benchmarking figures.

The Centre for Public Scrutiny's 2008 annual survey shows that in district councils the average number of scrutiny officers was 1.4. SCDC has 1. The average scrutiny budget for district councils in 2008 was £3,735 (down £1,588 on 2007). The figure at SCDC is £5,000 but this also covers venue hire and scrutiny training.

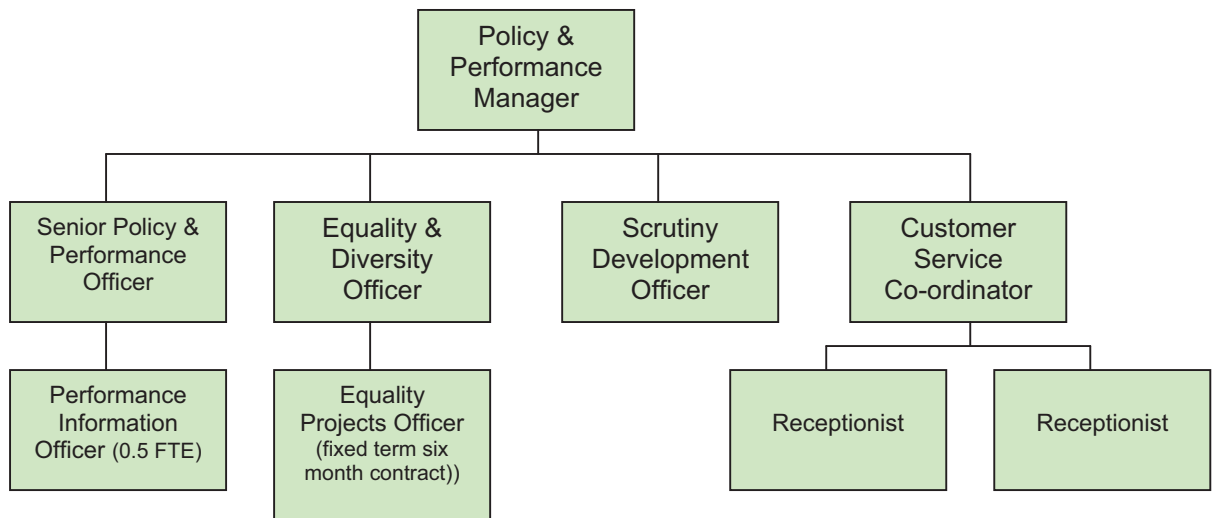
Communications staffing costs at SCDC are £92,000. Across the local authority benchmarking group, the median for staffing costs is £147,000. Communications spend per resident is £1.51. Across the benchmarking group, the median is £2.36.

10. Workforce Overview 2010/11

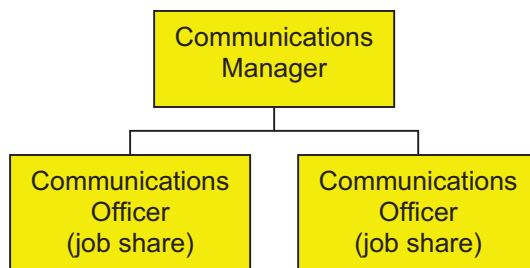
Partnerships Team – 4.8 FTE



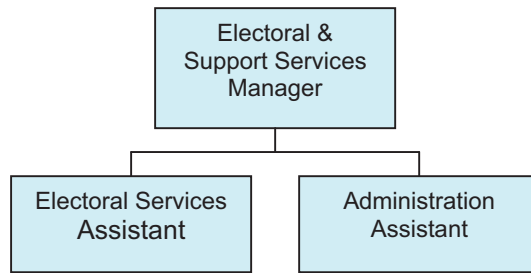
Policy and Performance Team – 8.5 FTE



Communications Team – 2 FTE



Electoral and Support Services Team – 3 FTE



Both the Partnerships and Policy and Performance teams are of a multi-disciplinary nature and address issues where there is a great deal of ongoing change. Staff development and keeping up with current issues will continue to be an important workforce consideration.

Another major issue for these teams is that there is very little cover when posts are vacant through turnover or sickness. This was particularly evident last year with vacancies in the Equality and Diversity Officer and Anti-Social Behaviour Caseworker posts. The problem should be partly addressed, however, through the development of generic policy skills by members of the Policy and Performance Team (see below)

Capacity within the Policy and Performance team grew in response to issues raised in the Corporate Governance Inspection (CGI) of 2007. Nevertheless, there were still under resourced areas such as policy development, research and benchmarking. Following a review of the team structure in June 2009, it was agreed to create a new Senior Policy & Performance Officer position to fill these gaps. This was funded by creating a 0.5FTE performance information officer post in place of the FT performance improvement officer post, and not filling the vacant Policy and Projects Officer post.

In the restructure of the policy and performance team, its members have expanded the generic element of their roles so that each provides a link with an individual service area. This will necessitate some training and increased communication within the team.

The Communications team lost a fixed term post in March 2009, which has reduced capacity for corporate and cross-council projects. Changes to the Council's firewall, means that staff will need training to make use of social networking sites for more efficient communication.

The main workforce issue for the Electoral and Support Services team is that the service pressures fall unevenly throughout the year.

11. Risk Overview

Key risks to the successful delivery of our service are set out below. These risks are also set out in the service risk register, which is kept under regular review through the Council's normal risk management procedures.

- a) Failure to deliver community safety targets leading to dissatisfaction by partners and residents and poor CAA score in Cambridgeshire resulting in poor reputation
- b) Failure to meet duty of community engagement leading to disengaged communities and poor CAA score resulting in frustration by partner agencies and loss of reputation
- c) LSP not being fit for purpose judged by Audit Commission assessment leading to poor reputation and further assessment resulting in additional workload
- d) Lack of progress in equalities leading to compliance risks and non achievement of Council objectives
- e) Delayed progress in the implementation of Corvu leading to possible delays in achieving the Council's performance management objectives, resulting in Corvu becoming discredited in the eyes of users and serious gaps in performance management which will hinder effective performance improvement now and in the future.
- f) Lack of progress on the embedding of Council values, leading to the values being ignored, resulting in the organisation not achieving the cultural changes needed to move forward.
- g) Poor perception of local services/ Council, leading to low NI scores on satisfaction ratings, resulting in lowered CAA performance and poor reputation.
- h) Limited capacity within small teams to deliver on increasing range of projects and responsibilities (Communications Strategy, Equalities, Values, Growth) leading to ill-informed residents and partners resulting in poor reputation and lowered performance
- i) Poor perception of organisation internally leading to staff dissatisfaction, lower external perception of council, resulting in poor reputation
- j) Limited capacity within a small Communications team leading to issues in delivering in sustained emergencies or major incidents, leading to inefficient response to emergencies, resulting in poor reputation, failure to meet terms of the Civil Contingencies Act
- k) Snap general election leading to election team being unable to cope due to lack of staff and very tight timetables, resulting in one or more election petitions
- l) Illness of Electoral Services Manager before election would mean employing a consultant (they would be able to administer the election, but would struggle with local arrangements) resulting in the Returning Officer having to take control; potentially an election petition could be lodged if there was any question regarding the conduct of the poll
- m) Aggressive customer leading to assault on reception staff resulting in potential need to employ temporary staff to cover absence if injured staff; visitors' perception or experience of reception capability is reduced; criticism over contingency arrangements
- n) Delay or failure to achieve the Customer Service Excellence Standard due to insufficient budget, corporate capacity or buy in from officers and members
- o) Failure to operate an effective complaints handling system could lead to low levels of customer satisfaction and damage the Council's reputation

- p) Failure to maintain an effective working relationship with the Contact Centre resulting in poor performance leading to low levels of customer satisfaction and value for money.



South Cambridgeshire District Council

Community & Customer Services



SERVICE PLAN

Appendix A - Operational Plan

2010/11 to 2012/13



INVESTORS IN PEOPLE

OPERATIONAL PLAN 2010-2013: Policy and Performance Team							
Relevant Council Aim/s:							
(A) We are committed to being a listening council, providing first class services to all.							
Relevant Council Approach/es:							
A1 Listening to and engaging with our local community; A2 Working with voluntary organisations, Parish Councils and Cambridgeshire County Council to improve services through partnership A3 Making South Cambridgeshire District Council more open and accessible; A4 Achieving improved customer satisfaction with our services A5 Ensuring the Council demonstrates value for money in the way it works.							
Service Objectives:							
(1) Support the development, achievement and review of the Council's strategic objectives through policy planning, corporate consultation, scrutiny, performance management and improvement, establishing the Policy and Performance Team as the central information hub for the authority. (2) Promote equality and diversity, targeting resources to those in greatest need (3) Improve customer services to achieve excellence in all aspects of SCDC's relationships with its customers							
Aim/ & Approach	Service Objective	Supporting Objective	Performance Indicator or SMART Milestone	PI target or deadline (month) for action		Lead Officer	
				2010-11	2011-12		2012-13
All	All	Effective corporate arrangements for the development and implementation of Corporate Aims and values (link to <i>Improvement Plan</i> sections 1.3 and 1.6)	PP4 - % of service plans in place by April each year	100%	100%	100%	Richard May
A5	All	Effective performance management framework in place delivering improved services to the public (Link to <i>Improvement Plan</i> section 1.2)	NEW PI - Score for performance management element of CAA	2 out of 4 (09-10 assessment)	3 out of 4 (10-11 assessment)	3 out of 4 (11-12 assessment)	Paul Howes

A1 – A5	(1)	Effective performance management framework in place delivering improved services to the public (<i>Link to Improvement Plan section 1.2</i>)	SX028a - % of Council PIs that are improving (NIs & local)	65	70	75	Ian Salter / Paul Knight
A2	(1)	Effective performance management framework in place delivering improved services to the public (<i>Link to Improvement Plan section 1.2</i>)	NEW PI - % of SDCD LAA PI targets achieved	80	85	90	Paul Howes
A3	(1)	Enable the Council's scrutiny committee to make a positive contribution to the decision-making process and performance improvement (see also <i>Improvement Plan section 1.7</i>)	PP6 - Number of Member participations at scrutiny training and development (target based on 12 Committee members each attending 3 training and development events)	36	36	36	Jackie Sayers
A3	(1)	Enable the Council's scrutiny committee to make a positive contribution to the decision-making process and performance improvement (see also <i>Improvement Plan section 1.7</i>)	SX052 - % of Scrutiny recommendations accepted by Cabinet.	90	90	90	Jackie Sayers
A3	(1)	Enable the Council's scrutiny committee to make a positive contribution to the decision-making process and performance improvement (see also <i>Improvement Plan section 1.7</i>)	PP7 - Number of Elected Members involved in scrutiny	25	25	25	Jackie Sayers

A3	(1)	Enable the Council's scrutiny committee to make a positive contribution to the decision-making process and performance improvement (see also <i>Improvement Plan section 1.7</i>)	SX053 - Number of public participations in the work of the Scrutiny Committee and Task & Finish Groups	45	50	55	Jackie Sayers
A4	(3)	Support the Service First Team to improve customer service standards throughout the Council (see also <i>Improvement Plan Section 1.6</i>)	SX006 - % customers satisfied with service received at Cambourne reception	90	90	90	CSC
A4	(3)	Support the Service First Team to improve customer service standards throughout the Council (see also <i>Improvement Plan Section 1.6</i>)	SX046 - % customers satisfied with welcome received at Cambourne reception	90	90	90	CSC
A4	(3)	Support the Service First Team to improve customer service standards throughout the Council (see also <i>Improvement Plan Section 1.6</i>)	SX047 - % of customers offered a private room when requested	90	90	90	CSC
A4	(3)	Support the Service First Team to improve customer service standards throughout the Council (see also <i>Improvement Plan Section 1.6</i>)	SX048 - % of customers seen within 10 minutes of their appointment at Cambourne Reception	90	90	90	CSC
A4/5	(3)	Minimising avoidable contact by customers to embed a 'tell us once' culture of customer service (see also <i>Improvement Plan section 1.6</i>)	NI014 – The % of customer contact which is of low or no value to the customer	25	22	20	CSC
A4/5	(3)	Minimising avoidable contact by customers to embed a 'tell us once' culture of customer service (see also <i>Improvement Plan section 1.6</i>)	NI014a – % Unnecessary clarification category	20	20	20	CSC

A4/5	(3)	Minimising avoidable contact by customers to embed a 'tell us once' culture of customer service (see also <i>Improvement Plan section 1.6</i>)	NI014b – % Poor signposting, or poor call transfer category	20	20	20	CSC
A4/5	(3)	Minimising avoidable contact by customers to embed a 'tell us once' culture of customer service (see also <i>Improvement Plan section 1.6</i>)	NI014c – % Repeat notification category	20	20	20	CSC
A4/5	(3)	Minimising avoidable contact by customers to embed a 'tell us once' culture of customer service (see also <i>Improvement Plan section 1.6</i>)	NI014d – % Progress-chasing category	20	20	20	CSC
A4/5	(3)	Minimising avoidable contact by customers to embed a 'tell us once' culture of customer service (see also <i>Improvement Plan section 1.6</i>)	NI014e – Repeat contact category	20	20	20	CSC
A4	(2)	The work of the Equalities and Diversity officer results in positive outcomes for the community	NI001 - % who believe that people from different backgrounds get on well together (Biennial Place Survey measurement)	80	N/a	85	Paul Williams
A4	(2)	The work of the Equalities and Diversity officer results in positive outcomes for the community	NI140 - % perceiving fair treatment by the Council in delivering services (Biennial Place Survey measurement)	80	N/a	85	Paul Williams
A4	(3)	Support the Service First Team to improve customer service standards throughout the Council (see also <i>Improvement Plan Section 1.6</i>)	SF701 – % of Contact Centre calls handled at first contact (Service Level Agreement)	80	80	80	CSC

A4	(3)	Support the Service First Team to improve customer service standards throughout the Council (see also <i>Improvement Plan Section 1.6</i>)	SF703 - % Customer satisfaction with Contact Centre Service	92	92	92	CSC
A4	(3)	Support the Service First Team to improve customer service standards throughout the Council (see also <i>Improvement Plan Section 1.6</i>)	SF731 - % of Contact Centre calls abandoned (Service Level Agreement)	<5	<5	<5	CSC
A4	(3)	Support the Service First Team to improve customer service standards throughout the Council (see also <i>Improvement Plan Section 1.6</i>)	SF746 – Average wait time (seconds) (Service Level Agreement)	<30	<30	<30	CSC
A4	(3)	Support the Service First Team to improve customer service standards throughout the Council (see also <i>Improvement Plan Section 1.6</i>)	SF747 - % of Contact Centre calls answered within 20 seconds (Service Level Agreement)	80	80	80	CSC
A4	(3)	Support the Service First Team to improve customer service standards throughout the Council (see also <i>Improvement Plan Section 1.6</i>)	SF750 - % of Contact Centre Switchboard Calls answered within 10 seconds (Service Level Agreement)	80	80	80	CSC
A4	(3)	Support the Service First Team to improve customer service standards throughout the Council (see also <i>Improvement Plan Section 1.6</i>)	SX018 - % satisfaction with complaints handling	40	40	40	CSC
A4	(3)	Support the Service First Team to improve customer service standards throughout the Council (see also <i>Improvement Plan Section 1.6</i>)	SX049 - % of complaints acknowledged within 3 working days	95	95	95	CSC

A4	(3)	Support the Service First Team to improve customer service standards throughout the Council (see also <i>Improvement Plan Section 1.6</i>)	SX050 - % of Stage 1 and 2 complaints responded to within deadline	85	85	85	85	CSC
A4	(3)	Support the Service First Team to improve customer service standards throughout the Council (see also <i>Improvement Plan Section 1.6</i>)	SX051 – Average number of days taken to respond to complaints to the Local Government Ombudsman	28	28	28	28	CSC
A4	(3)	Support the Service First Team to improve customer service standards throughout the Council (see also <i>Improvement Plan Section 1.6</i>)	NEW PI - % of completed staff Learning from Complaints forms	100	100	100	100	CSC
A4	(3)	Support the Service First Team to improve customer service standards throughout the Council (see also <i>Improvement Plan Section 1.6</i>)	NEW PI – Average time waiting to be seen by a receptionist (minutes)	2	2	2	2	CSC
A4	(3)	Support the Service First Team to improve customer service standards throughout the Council (see also <i>Improvement Plan Section 1.6</i>)	NEW PI – Average time waiting to be seen by a service representative where the customer has not made a prior appointment (minutes)	15	15	15	15	CSC
A4	(3)	Support the Service First Team to improve customer service standards throughout the Council (see also <i>Improvement Plan Section 1.6</i>)	NEW PI - % of customers satisfied with the service provided by the service representative	80	80	80	80	CSC

OPERATIONAL PLAN: Community and Customer Services (Partnerships)					
Relevant Council Aim/s:					
A. We are committed to being a listening council, providing first class services accessible to all					
B. We are committed to ensuring that South Cambridgeshire continues to be a safe and healthy place for you and your family					
E. We are committed to providing a voice for rural life					
Relevant Council Approaches:					
A (i) listening to and engaging with our local community					
A (ii) working with voluntary organisations, Parish Councils and Cambridgeshire County Council to improve services through partnership					
A (iii) making South Cambridgeshire District Council more open and accessible					
B (i) working closely through our Crime and Disorder Reduction Partnership to reduce crime and the fear of crime					
B (ii) working with partners to combat Anti Social Behaviour					
E (ii) working more closely with Parish Councils and local Groups					
E (v) playing our part in improving rural services including transport links					
Service Objective: To work with local people and partners to co-produce strong, safe and sustainable communities					
Supporting Objective	Performance Indicator or SMART Milestone	PI target or deadline (month) for action			Lead Officer
		2010/11	2011/12	2012/13	
Promote and support effective partnership action through ensuring robust governance, council engagement and appropriate leadership	For the council's significant partnerships, reduce the % of risk management 'likelihood scores' that are 2 or less (01/04/08 = 5.28%)	2%	0%	0%	Partnerships Manager
Promote and support effective community engagement, providing opportunities for individuals and organisations to influence decision-making	NI 004 (LAA) - % of people who feel they can influence decisions in their locality (2008 Place Survey = SC 33.6%)	34% - investigate proxy indicators	No Place Survey in 11/12	35%	Partnerships Manager
Support, engage and empower the third sector	NI 007 (LAA) - Environment for a thriving third sector (2008 Survey = countywide 15.3%)	19.2% - investigate proxy indicators	LAA targets only set until 10/11	LAA targets only set until 10/11	Partnerships Officer
	% 1-year agreement funding paid out by end Q1	100%	100%	100%	Partnerships Officer

<p>Support, engage and empower parish councils</p>	<p>% 1st instalment (or total if under £15,000) 3-year agreement funding paid out by end Q1, subject to monitoring information received</p> <p>% 2nd instalment (where applicable) 3-year agreement funding paid out by end Q3, subject to monitoring information received</p> <p>% Service Level Agreement funded organisations visited by December</p> <p>Number of Compact non-compliance complaints received</p> <p>Average number of Parish Councils attending bi-annual meeting with Cabinet</p> <p>Increase total number of parishes having completed a parish plan (Sept 2009/10 = 26 accumulative)</p> <p>% Parish Councils attending at least 1 neighbourhood panel meeting per annum</p>	<p>100%</p> <p>100%</p> <p>100%</p> <p>0</p> <p>34</p> <p>29</p> <p>95%</p>	<p>100%</p> <p>100%</p> <p>100%</p> <p>0</p> <p>34</p> <p>32</p> <p>95%</p>	<p>100%</p> <p>100%</p> <p>100%</p> <p>0</p> <p>34</p> <p>35</p> <p>95%</p> <p>7.5%</p> <p>30%</p> <p>27.5%</p>	<p>Partnerships Officer</p> <p>Partnerships Officer</p> <p>Partnerships Officer</p> <p>Partnerships Officer</p> <p>Community Liaison Support Assistant</p> <p>Community Liaison Support Assistant</p> <p>Community Liaison Support Assistant</p> <p>Community Safety Officer</p> <p>Community Safety Officer</p> <p>Community Safety Officer</p>
<p>Work together with partners to tackle anti-social behaviour and the impact it has on local communities</p>	<p>NI 017 (LAA) – Perceptions of anti-social behaviour (2008 Place Survey = SC 7.5%)</p> <p>NI 021 (LAA) – Dealing with local concerns about anti-social behaviour and crime by the local council and police (2008 Place Survey = SC 26.7%)</p> <p>NI 027 – Understanding of local concerns about anti-social behaviour and crime by the local council and police (2008 Place Survey = SC 27.5%)</p>	<p>7.5% - investigate proxy indicators</p> <p>28.5% - investigate proxy indicators</p> <p>27.5% - investigate proxy indicators</p>	<p>No Place Survey in 11/12</p> <p>No Place Survey in 11/12</p> <p>No Place Survey in 11/12</p>	<p>7.5%</p> <p>30%</p> <p>27.5%</p>	<p>Community Safety Officer</p> <p>Community Safety Officer</p> <p>Community Safety Officer</p>

Work together with partners to reduce crime and the fear of crime	NI 016 (LAA) – Serious acquisitive crime rate (March 2009 = SC 2.63)	2.58	2.58	2.58	Community Safety Officer
	NI 032 (LAA) – Repeat incidents of domestic violence (2008/09 = countywide 31%)	28%	LAA targets only set until 10/11	LAA targets only set until 10/11	Community Safety Officer
	% people who feel very or fairly safe when outside in their local area after dark (2008 Place Survey = SC 70%)	70%	N/A	70%	Community Safety Officer

OPERATIONAL PLAN: Community and Customer Services (Electoral Services)					
Relevant Council Aim/s: WE ARE COMMITTED TO BEING A LISTENING COUNCIL, PROVIDING FIRST CLASS SERVICES ACCESSIBLE TO ALL and WE ARE COMMITTED TO PROVIDING A VOICE FOR RURAL LIFE					
Relevant Council Approaches: Making South Cambridgeshire District Council more open and accessible, achieving improved customer satisfaction with our services, ensuring that the Council demonstrates value for money in the way it works					
Service Objective: To support the democratic process by striving to make voting and voter registration easier, secure and more accessible to all, using the most up to date methods.					
Supporting Objective	Performance Indicator or SMART Milestone	PI target or deadline (month) for action			Lead Officer
		2010/11	2011/12	2012/13	
Ensure electoral services meet at least the performance standard for all standards imposed on the ERO and RO		Annual response	Annual response	Annual response	Laura Lock
Successfully run District Council Elections in May 2010		May 2010	-	-	Laura Lock
Successfully run UK Parliamentary Elections by June 2010		June 2010	-	-	Laura Lock
Implement new legislation regarding individual registration		January 2011	Annual response	Annual response	Laura Lock
Publish most accurate register of electors by using all sources available to the ERO		December 2010	December 2011	December 2012	Laura Lock
Work with council tax to provide registration forms to all home movers		Continuous	Continuous	Continuous	Laura Lock
Publicise Elections and Electoral Registration annually through South Cambs Magazine		October 2010	October 2011	October 2012	Laura Lock

OPERATIONAL PLAN: Community and Customer Services (Communications)					
Supporting Objective	Performance Indicator or SMART Milestone	PI target or deadline (month) for action			Lead Officer
		2010/11	2011/12	2012/13	
Relevant Council Aim/s:					
A. We are committed to being a listening council, providing first class services accessible to all					
B. We are committed to ensuring that South Cambridgeshire continues to be a safe and healthy place for you and your family					
E. We are committed to providing a voice for rural life					
Relevant Council Approaches:					
A (i) listening to and engaging with our local community					
A (iii) making South Cambridgeshire District Council more open and accessible					
Service Objectives:					
<ul style="list-style-type: none"> The council is held in high repute by all stakeholders for its services and the leadership it gives to all South Cambridgeshire communities Members and staff feel well informed and act as advocates for the council with all stakeholder groups The council is valued by residents and all stakeholders for the quality of the services it delivers and its successes in championing the needs of South Cambridgeshire at the local, regional and national level. 					
Develop communications styles that are open, inclusive, honest, positive and in Plain Language.	Plain English guidance rolled out across organisation	Explore options for inclusion in induction procedures	1x awareness raising event	1x awareness raising event	Kelly Quigley
	Best practice employed in publications to reach traditionally less heard residents	Introduce corporate roll out of best practice	80% of corporate publications meet corporate guidelines	83% of corporate publications meet corporate guidelines	Georgina Hayward
Manage communications throughout the Council so that good communications (adhering to standards) is part and parcel of everyday planning and delivery.	Introduce a reporting framework for communications, linked to the performance management system	Evaluate key communication mechanisms against reporting framework	Set ongoing target against framework		Georgina Hayward / Policy

<p>Council always comments in relevant stories when approached by local media</p>	<p>0 'no comment' in local media</p>	<p>0 'no comment' in local media</p>	<p>0 'no comment' in local media</p>	<p>Georgina Hayward / relevant spokespeople</p>
<p>Develop annual media plan agreed by SMT in line with corporate objectives</p>	<p>Annual media plan produced and updated by January each year.</p>	<p>As per housing service communications plan</p>	<p>Agree and deliver growth communications plan</p>	<p>Kelly Quigley</p>
<p>Support organisational change post housing ballot</p>	<p>35%</p>	<p>Awaiting results of staff survey 09</p>	<p>Awaiting results of staff survey 09</p>	<p>Georgina Hayward</p>
<p>Support Growth programme through delivery of communications plan</p>	<p>% increase in intranet usage as preferred source of information (staff survey) (17% in August 2006)</p>	<p>Measure changed to useful in 2008 staff survey – 75%)</p>	<p>% of staff who feel well informed (staff survey) (59% in 2006) (63% in 2008/9)</p>	<p>Georgina Hayward</p>
<p>Develop internal communication systems that provide staff and councillors with appropriate skills and information to act as informed and enthusiastic ambassadors for the organisation.</p>	<p>Maintain, review and update Corporate Brief</p>	<p>Annual review of Corporate Brief and action plan developed where necessary – subject to resources available</p>	<p>Georgina Hayward</p>	<p>Georgina Hayward</p>

	Deliver regular Chief Executive message to staff	Review feedback and take action where necessary			Georgina Hayward
Residents and partners recognise and value the services delivered by Council.	Annual survey of member communication needs				Georgina Hayward
	Relevant officers & councillors trained to represent Council in news communications	All members of Cabinet and corporate managers receive media training once every two years			Georgina Hayward
Internal and external communications reflect and promote equality and diversity	% of media plan delivered	80%	80%	80%	Georgina Hayward
	Public perception of Council overall as per the place survey				Georgina Hayward
	All external publications reflect and promote diversity of age, gender, race, sexuality, disability, religion				
	Internal publications reflect and promote diversity in the workforce				



South Cambridgeshire District Council

Community & Customer Services



SERVICE PLAN

Appendix B - Improvement Plan

2010/11 to 2012/13



INVESTORS IN PEOPLE

<p>IMPROVEMENT PLAN: Community and Customer Services: Policy and Performance Team (To be used to set out plans of the service to address inescapable requirements and service developments or improvements)</p>					
<p>Relevant Council Aim: (A) We Are Committed To Being A Listening Council, Providing First Class Services Accessible To All</p>					
<p>Relevant Council Approaches:</p> <ul style="list-style-type: none"> (1) Listening to and engaging with our local community (2) Working with voluntary organisations, Parish Councils and Cambridgeshire County Council to improve services through partnership (3) Making South Cambridgeshire District Council more open and accessible (4) Achieving improved customer satisfaction with our services (5) Ensuring that the Council demonstrates value for money in the way it works 					
<p>Service Objectives: (1) Support the development, achievement and review of the Council's strategic objectives through policy planning, corporate consultation, scrutiny, performance management and improvement (2) Promote equality and diversity, targeting resources to those in greatest need (3) Improve customer services to achieve excellence in all aspects of SDC's relationships with its customers.</p>					
Improvement or Change Objective - PERFORMANCE	<p>1.2.1 Ensure that the authority has a fit-for-purpose, effective framework for managing performance. (A4, A5)</p>	<p>Actions</p> <ul style="list-style-type: none"> (1) Develop a consolidated Performance Management Framework (2) Develop and distribute Performance Manual to all relevant Officers (3) Establish regular meetings with CAAL (4) Carry out relevant actions within the Performance Improvement Strategy as set out in the action plan 	<p>Supporting Information</p> <p>Additional Resources Required: None Outputs: See actions Outcomes: SDC manages performance in a timely and robust manner Risks: None significant Other services affected: All</p>	<p>Completion by Month</p> <p>Mar 2011 (all)</p>	<p>Responsible Officer(s)</p> <p>Richard May / Paul Knight / Ian Salter</p>

IMPROVEMENT PLAN: Community and Customer Services: Policy and Performance Team (To be used to set out plans of the service to address inescapable requirements and service developments or improvements)			
<p>1.2.2 Ensure that the authority is able to respond to national deadlines for the submission of performance information (A5).</p>	<p>(1) Develop programme of monthly performance meetings, linked with Performance Improvement Group (PIG)</p> <p>(2) Develop database of all National Indicators and key local indicators, setting out responsible officers for audit purposes (linked to CorVu)</p> <p>(3) Develop and distribute a PI Manual for members</p>	<p>Additional Resources Required: None</p> <p>Outputs: See actions</p> <p>Outcomes: National Indicator Set is embedded at SCDC</p> <p>Risks: Restriction on CorVu developmental capacity due to lack of ICT support</p> <p>Other services affected: All</p>	<p>(1) Apr 2010 (2) May 2010 (3) July 2010</p> <p>Paul Knight / Ian Salter</p>
<p>1.2.3 Promote the effective use of performance information within service areas and ensure that current information produced is fit for purpose and relevant (A5)</p>	<p>(1) Review template for integrated performance reports;</p> <p>(2) Review existing performance monitoring arrangements and performance measures for all service areas;</p> <p>(3) Carry out audit spot checks of 2009/10 performance indicators.</p>	<p>Additional Resources Required: None</p> <p>Outputs: See actions</p> <p>Outcomes: SCDC monitors its performance effectively</p> <p>Risks: None significant</p> <p>Other services affected: All</p>	<p>(1) Jun 2010 (2) Jul 2010 (3) Jul 2010</p> <p>Richard May / Paul Knight / Ian Salter (Internal Audit)</p>

IMPROVEMENT PLAN: Community and Customer Services: Policy and Performance Team (To be used to set out plans of the service to address inescapable requirements and service developments or improvements)			
<p>1.2.4 Respond to the national performance agenda and ensure that the authority is prepared for and responding to the Comprehensive Area Assessment (CAA) process (A1-A5)</p>	<ol style="list-style-type: none"> (1) Develop CAA Improvement Plan in response to 2008-09 assessment (2) Develop a CAA Framework for the Council (3) Carry out corporate self-assessment for 2009-10 assessment covering all key lines of enquiry (4) Develop programme of service area self assessments and case study evidence base for future year submissions. (5) Annual Improvement Plan and self-assessment submitted as part of 2010-11 CAA 	<p>Additional Resources Required: None</p> <p>Outputs: See actions</p> <p>Outcomes: The Council is self-aware of its good practice and areas for improvement and performs better in future inspections.</p> <p>Risks: Capacity in other services to support corporate exercises</p> <p>Other services affected: All</p>	<ol style="list-style-type: none"> (1) Apr 2010 (2) Apr 2010 (3) Jul/Apr 2010 (4) Jul 2010 (5) Mar 2011
<p>1.2.5 Ensure that all service areas have regard to Value for Money (VFM) principles and undertake an assessment of their VFM performance (A5)</p>	<ol style="list-style-type: none"> (1) Develop a corporate VFM self assessment template (2) Carry out VFM self-assessments for all service areas to feed into CAA and Use of Resources self-assessments 	<p>Additional Resources Required: None</p> <p>Outputs: See actions</p> <p>Outcomes: SDCDC is able to demonstrate VFM in service delivery and plan future service delivery having regard to a reliable VGM evidence base.</p> <p>Risks: Capacity in other services to support corporate self-assessments</p> <p>Other services affected: All</p>	<ol style="list-style-type: none"> (1) Apr 2010 (2) Jul 2010
		<p>Paul Howes / Richard May</p>	<p>Richard May / Paul Knight</p>

IMPROVEMENT PLAN: Community and Customer Services: Policy and Performance Team (To be used to set out plans of the service to address inescapable requirements and service developments or improvements)			
<p>1.2.6 Facilitate the further development of CorVu into a fit for purpose, comprehensive performance monitoring and improvement tool (A5)</p>	<p>Develop a post-implementation action plan to maximise the effectiveness of the system.</p>	<p>Additional Resources Required: None Outputs: See actions Outcomes: The Council achieves maximum value from its software which is used as a tool for continuous improvement in performance. Risks: Capacity in ICT to provide technical system support following restructure Other services affected: All</p>	<p>Paul Knight / Ian Salter</p> <p>July 10</p>
<p>1.2.7 Ensure that all service areas are comparing their performance with comparable organisations to determine both relative performance and value for money (A5)</p>	<p>(1) Review existing benchmarking groups to ensure that they are relevant and fit for purpose (2) Investigate possible new benchmarking groups relating to specific service areas to increase the quality and validity of comparisons</p>	<p>Additional Resources Required: None Outputs: See actions Outcomes: SDCDC maintains an overview of how it is performing against local, regional and national benchmarking standards through a central resource overseen by the policy and performance team. Risks: None significant Other services affected: All</p>	<p>Richard May / Paul Knight / Ian Salter</p> <p>(1) May 2010 (2) May 2010</p>

IMPROVEMENT PLAN: Community and Customer Services: Policy and Performance Team (To be used to set out plans of the service to address inescapable requirements and service developments or improvements)				
Improvement or Change Objective - POLICY	Actions	Supporting Information	Completion by Month	Responsible Officer(s)
1.3.1 Ensure that the Council has a fit for purpose Corporate Plan outlining its priorities for 2010-2011. (A1-A5)	(1) Agree the 2010-11 Corporate Plan (2) Monitor Performance against Corporate Plan priorities on an on-going basis	Additional Resources Required: None Outputs: See actions Outcomes: As per objective. Risks: None significant Other services affected: All	Apr 2010	Paul Howes / Richard May
1.3.2 Ensure the authority is aware of the consequences of, and able to respond to changes in, local, sub-regional and national policy. (A4-A5)	(1) Develop a horizon-scanning function (2) Develop new policy framework (3) Review all Council policies and strategies to ensure they are fit for purpose, relevant and up-to-date	Additional Resources Required: None Outputs: See actions Outcomes: As per objective. Risks: None significant Other services affected: All	(1) Apr 2010 (2) May 2010 (3) Jun 2010	Richard May / Paul Knight

IMPROVEMENT PLAN: Community and Customer Services: Policy and Performance Team (To be used to set out plans of the service to address inescapable requirements and service developments or improvements)				
Improvement or Change Objective - POLICY	Actions	Supporting Information	Completion by Month	Responsible Officer(s)
1.3.3 Ensure a comprehensive and consistent approach to service planning across the authority (A4-A5)	(1) Develop updated service plan template (2) Roll out updated template to whole authority, including appropriate publicity, to be used to draft 2011-14 service plans	Additional Resources Required: None Outputs: See actions Outcomes: Service plans provide a consistent means of identifying service priorities and how they link to organisational objectives. Risks: None significant Other services affected: All	(1) May 2010 (2) Sept 2010	Paul Howes / Richard May
1.3.4 Improve services through the completion of a programme of service reviews (A3-A5)	(1) <i>Develop programme of future service reviews – link with VFM action (1.2.5 above)</i> (2) Review and refresh corporate Project Management methodology; (3) Carry out structured training programme on refreshed Project Management methodology	Additional Resources Required: None Outputs: See actions Outcomes: As per objectives Risks: None significant at this stage Other services affected: All	(1) Sep 2010 (2) Sep 2010 (3) Mar 2011	Richard May / Paul Knight

IMPROVEMENT PLAN: Community and Customer Services: Policy and Performance Team (To be used to set out plans of the service to address inescapable requirements and service developments or improvements)					
Improvement or Change Objective - CONSULTATIONS	Actions	Supporting Information	Completion by Month	Responsible Officer(s)	
1.4.1 Ensure the authority has a fit-for-purpose strategy outlining a corporate approach to consultations (A1, A4)	(1) Develop consultation strategy (2) Develop consultation toolkit (3) Develop consultation database, allowing interactive record of all consultation activity occurring within the authority to be kept and publicised (4) Develop corporate stakeholders' list	Additional Resources Required: None Outputs: See actions and objective Outcomes: SDC uses timely and up-to-date consultation results to assess its current and develop future service improvements. Risks: None significant Other services affected: All	(1) July 2010 (2) July 2010 (3) Sept 2010 (4) Sept 2010	Richard May / Paul Knight	
1.4.2 Establish a representative group across the authority to co-ordinate and centralise the Council's approach to consultation (A1, A4)	(1) Set up corporate consultations working group to ensure corporate ownership of consultation activity (2) Appoint consultation 'champions' in each service area	Additional Resources Required: None Outputs: See actions and objective Outcomes: SDC uses timely and up-to-date consultation results to assess its current and develop future service improvements. Risks: Lack of engagement from service areas Other services affected: All	(1) July 2010 (2) July 2010	Richard May / Paul Knight	
1.4.3 Investigate the use of Citizens' Panels as a key means of carrying out consultation with the public (A1, A4)	Carry out a review of the costs and benefits of a citizens' panel, to inform a decision on whether the authority should progress in setting one up	Additional Resources Required: None Outputs: See actions and objective Outcomes: SDC uses timely and up-to-date consultation results to assess its current and develop future service improvements. Risks: Lack of engagement from service areas Other services affected: All	Sept 2010	Richard May / Paul Knight	

IMPROVEMENT PLAN: Community and Customer Services: Policy and Performance Team (To be used to set out plans of the service to address inescapable requirements and service developments or improvements)					
Improvement or Change Objective – COMMUNITY INTELLIGENCE	Actions	Supporting Information	Completion by Month	Responsible Officer(s)	
1.5.1 Promote the effective use of community intelligence within the authority to ensure that current information produced is fit for purpose, relevant and reduces potential duplication (A5)	Carry out a review of existing community intelligence arrangements for all service areas	Additional Resources Required: None Outputs: See actions Outcomes: More effective and informed policy development and service planning across the organisation. Risks: None significant Other services affected: All	July 2010	Richard May / Paul Knight	
1.5.2 Provide the authority with a dedicated service covering all aspects of community intelligence data (A5)	<ol style="list-style-type: none"> (1) Set up a dedicated e-mail address for community intelligence enquiries (2) Develop 'self-help' pages on Insite covering all available data sources relating to the authority (3) Compile register of advice given to service areas and external agencies / individuals 	Additional Resources Required: None Outputs: See actions Outcomes: More effective and informed policy development and service planning across the organisation. Risks: None significant Other services affected: All	<ol style="list-style-type: none"> (1) May 2010 (2) Sep 2010 (3) Ongoing 	Richard May / Paul Knight	
1.5.3 Maximise the effectiveness and value of GIS to Community and Customer Services and the authority as a whole (A5)	Work with colleagues in Corporate Services to put in place a corporate GIS action plan for 2011-12	Additional Resources Required: None Outputs: See actions Outcomes: More effective use of the GIS resource as a key component of the Council's community intelligence resource. Risks: None significant Other services affected: All	Mar 2011	Richard May / Paul Grainger	

IMPROVEMENT PLAN: Community and Customer Services: Policy and Performance Team (To be used to set out plans of the service to address inescapable requirements and service developments or improvements)				
Improvement or Change Objective – COMMUNITY INTELLIGENCE	Actions	Supporting Information	Completion by Month	Responsible Officer(s)
1.5.4 Ensure that community intelligence work is coordinated throughout the district, maximising economies of scale and reducing duplication of effort (A2, A5)	Investigate development of an intelligence-sharing protocol/understanding with the county council and other key LAA/LSP and other external partners	Additional Resources Required: None Outputs: See actions Outcomes: More efficient and effective and informed policy development and service planning across the organisation and its key partners. Risks: None significant Other services affected: All	Mar 2011	Richard May / Gemma Barron
1.5.5 Ensure that the authority has access to the most up-to-date, relevant and useful information available (A1-A5)	<ol style="list-style-type: none"> (1) Produce South Cambridgeshire Area Profile (2) Produce a State of the District report as the basis for service planning for the following year (3) Produce Ward profiles for all wards of the district 	Additional Resources Required: None Outputs: See actions Outcomes: More effective and informed policy development and service planning across the organisation. Risks: None significant Other services affected: All	<ol style="list-style-type: none"> (1) Apr 2010 (2) May 2010 (3) Mar 2011 	Richard May / Paul Knight

IMPROVEMENT PLAN: Community and Customer Services: Policy and Performance Team (To be used to set out plans of the service to address inescapable requirements and service developments or improvements)				
Improvement or Change Objective – CUSTOMER SERVICES / FEEDBACK	Actions	Supporting Information	Completion by Month	Responsible Officer(s)
1.6.1 Ensure that the authority has up-to-date and fit for purpose feedback procedures in all areas (A4)	Review the Compliments, Comments and Complaints Strategy after one year's operation of revised strategy	Additional Resources Required: None Outputs: See actions Outcomes: Relevant procedures enable feedback to drive 'you said, we did' culture of performance improvement Risks: None significant Other services affected: All	Mar 11	Richard May / Customer Services Co-ordinator
1.6.2 Ensure that the authority has access to the most up to date, relevant and useful reports available (A4)	Review current reporting mechanisms and timescales in respect of Portfolio Holder, SMT, EMT and Service First groups.	Additional Resources Required: None Outputs: See actions Outcomes: Future improvements have a firm evidence base in accurate, timely and relevant information Risks: None significant Other services affected: All	Oct 10	Richard May / Customer Services Co-ordinator
1.6.3 The authority achieves corporate Customer Service Excellence (CSE) accreditation (A4 and Council Action 1)	Achieve accreditation for the whole authority through the work of the CSE Project Group and associated action plan	Additional Resources Required: None Outputs: See actions Outcomes: SCDC demonstrates customer service excellence and uses this as a platform for further improvements Risks: The project will have its own risk log Other services affected: All	Mar 2011	Richard May / Customer Services Co-ordinator

IMPROVEMENT PLAN: Community and Customer Services: Policy and Performance Team (To be used to set out plans of the service to address inescapable requirements and service developments or improvements)				
Improvement or Change Objective – CUSTOMER SERVICES / FEEDBACK	Actions	Supporting Information	Completion by Month	Responsible Officer(s)
1.6.4 Review the Contact Centre contract as a basis for strategic decisions regarding future service arrangements following the expiry of the present contract in December 2012. (A2, A4, A5)	Outputs of review project reported to Cabinet with firm recommendations for future service provision.	Additional Resources Required: None Outputs: See actions Outcomes: The Council moves towards the contract expiry date with clear objectives for the optimum way forward, supported by a robust business case provided by the review project. Risks: The project will have its own risk log Other services affected: All	Mar 2011	Richard May / Paul Knight

IMPROVEMENT PLAN: Community and Customer Services: Policy and Performance Team (To be used to set out plans of the service to address inescapable requirements and service developments or improvements)				
Improvement or Change Objective – SCRUTINY AND OVERVIEW	Actions	Supporting Information	Completion by Month	Responsible Officer(s)
1.7.1 Scrutiny and Overview Committee exercises increased powers and duties effectively, arising from the Local Government and Public Involvement in Health Act 2008 and Police & Justice Act 2007 (A2)	Scrutinise Crime and Disorder Reduction Partnership (CDRP) and allow CDRP challenge to SDCDC performance in respect of crime and disorder issues at least once per year.	Additional Resources Required: None Outputs: See actions Outcomes: The Council works more effectively in partnership to reduce crime and the fear of crime Risks: Failure to scrutinise constructively Other services affected: Potentially all	Mar 2011	Richard May / Jackie Sayers / Phil Aldis

IMPROVEMENT PLAN: Community and Customer Services: Policy and Performance Team (To be used to set out plans of the service to address inescapable requirements and service developments or improvements)				
Improvement or Change Objective – EQUALITIES AND DIVERSITY	Actions	Supporting Information	Completion by Month	Responsible Officer(s)
1.8.1 The Council achieves compliance with the equalities legislative framework (A5)	Carry out necessary review, development and implementation of the Council's various equality schemes. 1. Comprehensive Equalities Policy 2009-12 2. Disability Equality Scheme 2009-12 3. Gender Equality Scheme 2010-13 4. Race Equality Scheme 2008-11 5. Gypsy and Traveller Community Strategy 2009-12	Additional Resources Required: potential costs in further work commissioned from consultant; potential future costs in implementing the schemes. Outputs: Required equality schemes Outcomes: Legal Compliance and improved equality outcomes. Risks: Risk of challenge before compliance achieved. Other services affected: all services will be affected	March 2011, but individual target dates in Equalities Implementation Action Plan	Richard May / Paul Williams

IMPROVEMENT PLAN: Community and Customer Services: Policy and Performance Team (To be used to set out plans of the service to address inescapable requirements and service developments or improvements)				
Improvement or Change Objective – EQUALITIES AND DIVERSITY	Actions	Supporting Information	Completion by Month	Responsible Officer(s)
1.8.2 Draw up and implement a programme of Equality Impact Assessments (EQIA) (A3)	2010/11 will focus on low risk EQIAs. Additionally, all new and revised policies and services will be impact assessed as a matter of course. Any report presented to Cabinet or Council without an EQIA will not be considered. 1. Equalities Project Officer to continue to support EQIAs 2. Provide additional capacity for EQIAs through training staff. 3. Support programme of EQIAs. 4. Develop arrangements for consultation support for EQIAs 5. Develop and circulate standard Council monitoring form	Additional Resources Required: <i>Equalities Impact Assistant</i> Outputs: Completed EQIAS Outcomes: improved equalities outcomes; reach “Achieving” level of equality framework Risks: Services cannot allocate capacity to carry out assessments. Failure to resource EQIA process following expiry of Equalities Project Officer fixed term Other services affected: all	March 2011	Richard May / Paul Williams
1.8.3 Reach “Achieving” Level of Equality Framework (A3, A4)	1. Finalise and publish the self-assessment 2. Further work to improve understanding of equality profile/mapping of the district. 3. Working with partners, maintain progress with the Equality Consultative Forum	Additional Resources Required: none Outputs: See actions Outcomes: SCDC is recognised as achieving good practice in respect of equalities and diversity. Risks: None significant at this stage Other services affected: all	Sept 2010	Richard May / Paul Williams

IMPROVEMENT PLAN: Community and Customer Services: Policy and Performance Team (To be used to set out plans of the service to address inescapable requirements and service developments or improvements)				
Improvement or Change Objective – EQUALITIES AND DIVERSITY	Actions	Supporting Information	Completion by Month	Responsible Officer(s)
1.8.4 Improve Council capacity and structures for equalities (A3, A4)	<ol style="list-style-type: none"> 1. Investigate Member engagement methods for equality and diversity issues. 2. Develop equalities communication toolkit to provide corporate guidance 3. Develop and implement an equalities training and development plan 	<p>Additional Resources Required: None Outputs: See actions Outcomes: improved understanding and capacity for equality and diversity within the Council Risks: Lack of staff and member engagement in these initiatives Other services affected: all</p>	<ol style="list-style-type: none"> 1. Sep 10 2. Jul 10 3. Mar 11 	<p>Richard May / Paul Williams</p>
1.8.5 Council improves its score and ranking in the Stonewall Equality Index (47 in 2009-10) to demonstrate continuous improvement in its work to ensure equal opportunity and access for LGBT people, as an employer and service provider. (A3, A4)	To be identified following outcome of index result in Jan 2010 and consultation with Stonewall representative.	<p>Additional Resources Required: None Outputs: See actions Outcomes: SCDC provides improved services to LGBT people, as an employer and service provider. Risks: Capacity within team and organisation due to pressure of other priorities. Other services affected: all</p>	TBA	<p>Richard May / Paul Williams</p>

IMPROVEMENT PLAN: Community and Customer Services: Communications Team (To be used to set out plans of the service to address inescapable requirements and service developments or improvements)					
Improvement or Change Objective – COMMUNICATIONS	Actions	Supporting Information	Completion by Month	Responsible Officer(s)	
Explore potential efficiencies through shared services.	Liaise with LAA partners on potential for shared services in printing, magazine distribution and content and web services	LAA partners asked to explore opportunities for shared services wherever possible.		Georgina Hayward	
Achieve consistent communications through closer working of corporate communications, website and graphics	Liaise with service managers about improved processes for sharing information between corporate communications, website and graphics	Agree common protocol for key messages, website priorities and branding queries.		Georgina Hayward	
Residents and partners recognise and value the services delivered by Council.	Exploit opportunities offered by social media through reviewing existing mechanisms, and developing and implementing and e-communications strategy.	Awaiting corporate access to social media (IT resolving)		Georgina Hayward	

SOUTH CAMBRIDGESHIRE DISTRICT COUNCIL**DRAFT SERVICE PLAN FOR CORPORATE SERVICES
2010/11 TO 2012/13**

Corporate Manager: N/a

Executive Director: Alex Colyer (Corporate Services)

Portfolio Holder/s: Cllr S Edwards (Finance & Staffing)
Cllr T Bygott (Policy & Performance, re ICT)
Cllr N Wright (Planning, re Procurement & Efficiency)
Cllr T Wotherspoon (Northstowe, re Risk Management)

CONTENTS**EXECUTIVE SUMMARY**

Introduction

The Council's Objectives

Cross Cutting Themes

Workforce Overview

Performance Targets

Key Issues for Corporate Services in 2010/11

SERVICE PLAN OVERVIEW

About our services

The context for our plan

The Council's Objectives

Our service objectives

Our customers

Are we meeting the needs of all our community ?

Our performance and plans to improve

Our resources

Do we provide value for money ?

Workforce overview

Risk overview

IMPROVEMENT PLANS

Accountancy Service

Finance Project Team

Human Resources (HR) / Payroll

Information & Communications Technology (ICT) Service

Legal & Democratic Services

Revenues & Benefits

EXECUTIVE SUMMARY

Introduction

The Corporate Services directorate was established in September 2008, following Cabinet's decision to revise the Council's senior management structure. For the remainder of 2008/09 and for 2009/10, the services that make up Corporate Services have followed the previously prepared Finance & Support Services, HR/Payroll and Legal Services service plans.

This first Corporate Services service plan sets out the arrangements for the delivery and improvement of Corporate Services in 2010/11.

Corporate Services comprises eight distinct service areas:

- Accountancy Service
- Finance Project Team
- Human Resources (HR) / Payroll
- Internal Audit (provided by RSM Tenon, a private sector company)
- Information and Communications Technology (ICT) Service
- Legal & Democratic Services
- Revenues Services

The range of services is diverse in terms of functionality and customers, which presents challenges in developing one integrated improvement plan. The improvement plans are therefore categorised by service area. However, the service plan overview takes account of key cross-cutting priorities for the Council such as Values, Equalities, Climate Change and Customer Service Excellence.

The Council's Objectives

The actions set out in this plan underpin the achievement of the Council's objectives with each specific action linked to one or more Aims.

Cross Cutting Themes

During 2010/11 Corporate Services will work on:

- Customer Service Excellence (CSE, successor to CharterMark)
- Values (strong link to CSE)

Workforce Overview

Corporate Services employs 130 people (117.5 FTE). The key workforce issues for the service in 2010/11 will be working towards the higher level Investors in People accreditation and the roll out of the management competencies development programme.

Maintaining performance during periods of maternity leave will again be a challenge for the service. Reducing time lost due to sickness through effective sickness absence management will be important in maximising resources.

Performance Targets

Performance targets are set out in the operation plan for each service area. The targets will be reviewed once the final outturn for 2009/10 is known and where appropriate revised targets will be considered.

Key Issues for Corporate Services in 2010/11

- **Accountancy Service**
 - Managing increasing demands for financial advice and information to be met from reduced staffing resources arising from the £1.6 million budget cuts for 2010/11 onwards
 - Consolidating, in conjunction with other services, on the improvements in asset information and data quality arising from the audit of the 2008/09 accounts by monitoring the action plan arising from the Annual Governance Report
 - Prepare for full implementation of IFRS
 - Payment of invoices <10 days (target 80%, to date 60%)
 - Opportunity to speed up payments by investing in electronic purchase order system at start of process, i.e. further roll out of eBis (but, resource implications ?)
 - Explore opportunities for joint working, e.g. co-terminate and jointly procure contracts for banking, insurance, or internal audit
 - Possible impact of requests for information in support of exploring opportunities for joint working
 - Respond to areas for improvement identified in the Annual Audit Letter

- **Finance Project Team**
 - Procurement projects in 2010/11: reviewing contracts list; prioritise known renewals; target specific areas/methods to obtain savings (note £20k from procurement included against the £1.6m)
 - Procurement will be a key area in contributing to the authority's climate change aspirations, e.g. consider appointing local suppliers/ contractors to reduce travel
 - Possible joint procurement projects across Cambridgeshire authorities (including re Accountancy projects as required) in support of exploring opportunities for joint working
 - Work with HR on recruitment advertising and temp & agency staff contracts and with ICT on printing and stationery projects

- **HR / Payroll**
 - Managing increasing demands for employment-related advice and information to be met from reduced staffing resources arising from the £1.6 million budget cuts for 2010/11 onwards
 - Will be impacted by Safeguarding Children agenda, including implementation of the new legislative framework for Vetting and Barring
 - Will be impacted by housing, planning and new communities restructures
 - Will be impacted by the implementation of the Job Evaluation project, including any single status provisions (new pay structure (Payroll and potentially ICT), contractual change letters, appeals etc)
 - Capacity to deliver organisational development initiatives such as Management Development, liP and e-learning initiatives
 - Make ResourceLink available (impact on ICT) so staff access own data
 - Development of new and reviews of existing policies / strategies, including Equality Impact Assessments
 - Flexible retirement policies

- Centralise recruitment process
- Possible input resource requirement re automated transfer of HR data → phone list
- **Champion homeworking**
- Will support services in the TUPE transfer of Recycling and Responsive Repairs services
- Impact of wider organisational restructurings
- **ICT Service**
 - Line of business systems improvements/procurement i.e. Housing, Revenues & Benefits, Planning, Building Control
 - Improved systems reporting capabilities
 - Improved public access including internet @ Cambourne offices
 - Discussion of ICT arrangements, including jointly commissioned disaster recovery, in support of exploring opportunities for joint working
 - Information and Records management
 - Consolidation of ICT restructure following the ICT Service Review
 - ITIL driven process and procedures
 - Increase use of Multi Function Device - high volume printers; auto-direct large print jobs to the Print Room
 - Opportunities for improved intranet (InSite) use
 - Resilient services in support of home and remote working for both staff and Members
 - Expansion of 'virtual infrastructure' in support of improved services
 - Stationery savings e.g. not hoarding supplies; not buying off-contract; sending docs as non-printable pdf
- **Internal Audit**
 - Improved timetabling and communication of forthcoming audits
 - Improved sharing of information between auditors
 - Possible co-termination and joint procurement of internal audit contract, in support of exploring opportunities for joint working
- **Legal & Democratic Services**
 - Members' expectations about speed of advice need to be realistic
 - Need to persuade Members to reject planning advice less often and thus reduce costs of appeals
 - Change of Government may abolish Standards for England – will SCDC still have a local ethical framework to administer ?
 - Improve turnaround times for refresher searches to provide the service at no cost to the Council
 - Exploring potential for shared legal services with other Cambridgeshire authorities
 - Confirm the aims, objectives and frequency of meetings of SMT and EMT
 - Change of Government may allow return to former committee system and further changes to the Councillors' standards regime
 - Lack of capacity in Democratic Services to deliver Member training
 - Threat to the team's capability to be proactive in bringing forward proposals for structural and Constitutional changes
 - New Member induction following local elections
 - Member development programme may drop off ? - but, one of the most important
 - Possible impact of formulating new joint committees etc, including implications of project governance, in support of exploring opportunities for joint working
 - Ensuring the Council meets its Duty to Promote Democracy as required by the Local Democracy, Economic Development and Construction Bill

- **Revenues Services**

- Safeguarding Children } while maintaining
- Customer Service Excellence } customer focus
- Housing ICT impact } and service
- Maintain performance while delivering efficiencies in the service by exploring shared service opportunities
- Implement new procedures and working practices to achieve savings targets
- Concessionary bus pass – possible move to Cambridgeshire County Council
- Possible move of Rents Team into Housing
- Resilience of NNDR Team especially with business property revaluation with effect from 1 April 2010
- Continuing economic downturn leading to increased workloads – more benefit claimants and impact on collection rates
- Proposed Housing Benefit reform
- Possible legislative changes if new government elected

SERVICE PLAN OVERVIEW

1. About Our Service

Corporate Services supports the Council's overall delivery of corporate objectives and services to the taxpayers of South Cambridgeshire District Council in an accessible, effective and efficient manner. Corporate Services covers a wide range of disciplines and ensures that elected Members and staff are able to deliver their responsibilities and members of the public receive their services.

The service covers the following areas delivering statutory and non-statutory functions.

Accountancy Service

- Statement of accounts
- Budget planning
- Financial monitoring
- Treasury management
- Training to council staff on finance
- Payment of invoices
- Financial advice to budget holders, management, Portfolio holders, Cabinet, etc
- Tax returns
- Council tax and housing rent recommendation
- Insurance

Finance Project Team

- Co-ordinate and advise on risk management
- Co-ordinate Use of Resources assessment
- Promote efficiencies and savings
- Undertake ad hoc financial projects
- Provide procurement advice and support

HR / Payroll

- Recruitment and retention of employees – ensuring policies, practices and processes conform to relevant employment and equalities legislation and follow best practice
- Management of sickness absence and capability issues
- Performance Management including performance & development reviews and probation
- Policies and practices to support organisational development – in particular, workforce planning, succession planning
- Corporate training and development programmes identifying corporate learning opportunities and effective training provision so that employees can perform to their full potential
- Employee relations including liaison with Trade Unions and staff
- Payment of salary and allowances to employees and Members
- Provision of pay and allowance information in accordance with HMRC and statutory requirements

ICT Service

- Support the effective use of ICT systems
- Development, implementation and management of technologies
- Manages voice communication technologies (landline and mobile)
- Provide operational computing service to staff and Members
- Geographic Information Systems
- Street Naming and Numbering
- Local Land Property Gazetteer
- Infrastructure Support
- Systems Support
- Application Support
- Information and data asset management
- Web site and Intranet
- Office Services
 - Printing / Stationery
 - Graphics

Internal Audit

- Independent, objective assurance and consultancy activity to improve organisation's operations
- Evaluate and improve effectiveness of risk management, control and governance processes
- Annual reviews of key systems and controls

Legal & Democratic Services (including Land Charges and Property Surveyor)

- Legal advice to the whole authority and legal support for the Council's regulatory committees and Full Council
- Expert support in all aspects of service delivery and ensures that all Council decisions are lawful
- To provide full legal support and advice on Freedom of Information Act and Data Protection Act responses
- To manage the Council's Information Governance Work (jointly with ICT) including the Council's Publication Scheme, Records Survey and updating the Fol policy
- Act as Deputy Monitoring Officers provide advice and training to Members and Parish Councillors and support the Standards Committee and liaise with the Standards Board for England on the Code of Conduct and ethical governance
- To protect and safeguard the interests of Land and property within the District
- Work commenced on Information Governance Policy Handbook incorporating:
 - Data Quality Handling
 - Information Sharing Protocol
 - Records Management Policy
- Represent the Council at all levels before courts and tribunals and negotiate on behalf of the Council when necessary
- Undertake property survey work for all corporate areas, manage the Council's Terrier and land and property asset register
- Provide efficient Local Land Charges Service within improving timescales in response to applications to searches and CON29 enquiries
- Help maintain high standards of Corporate Governance through support for the

- Legal Services now actively working with procurement teams on all major procurement projects
- Facilitate Council’s decision making process
- Support scrutiny processes
- Lead on new legislation relating to decision making structures
- Information Risk Management
- Policy Information Charter
- Support and develop Members of the Council
- Support political management structure and lead reviews of the Constitution
- Standards Committee, Corporate Governance Committee and Member Toolkit
- Communications between Members and Officers as first points of contact for enquiries
- Administer Members’ allowance scheme

Revenues Services

- Collects
 - Council tax
 - Non-domestic rates
 - Housing rents
 - Sundry debts
 - Overpayments of housing benefit
- Administers
 - Housing benefit
 - Council tax benefit
 - Concessionary travel passes
- Investigates
 - Fraudulent claims for benefit

2. The Context for Our Plan

a) External Drivers

The following external factors will influence the services:

- Poor three year government grant settlement, current economic climate and capping of council tax and rent increases resulting in the need to find substantial efficiencies and cuts in services
- Statutory requirements to set the Council’s budget and Council Tax and Housing Rent levels
- Statutory requirement to produce a statement of accounts
- Unpredictable grants, e.g. supporting people
- New LABGI scheme
- Growth within the District impacting on service delivery and supporting other services within the Council
- Local Area Agreement changing the way the Council receives funding and prioritises expenditure
- New Comprehensive Area Assessment from April 2009
- New Use of Resources assessment
- National Indicators (especially NI14, NI179, N180 and N181)
- Expected efficiencies
- Local Government and Public Health Act 2007
- Local Democracy, Economic Development and Construction Bill – specifically the duty to promote local democracy
- ‘Communities in Control’ government white papers
- Increased access to and use of technology by residents of South Cambridgeshire

- Audit Commission Key Lines of Enquiry for Benefit Services
- Change in external audit service provider
- Changes to employment legislation – statutory dispute procedures, extension to flexible working rights, new immigration system
- Extension to the Equalities duty placed on Local Authorities
- Outcomes of stayed ET cases – Age discrimination challenges
- Equal Pay – outcomes of cases
- New employment vetting and barring system and overhaul of CRB checks
- Downturn in private industry
- Issues with the housing market – making it more difficult for individuals to relocate
- Changes to lifestyle trends
- Changes to demographics
- Housing costs and availability
- Transport issues
- Changes in the use of technology in advertising
- New legislation and changes to existing legislation particularly around:
 - the ethical framework in local government and the link into the Annual Governance Statement; and
 - information and knowledge management, data protection and freedom of information
- The need to ensure timely responses to legal challenges against the Council from external sources
- Ordnance Survey data
- Opening up of the local land charge market to competition.
- The introduction of Home Information Packs (HIPS) - opportunities to local land charges and further competition from personal search agents.
- Possible implications of a change in national government e.g. Standards framework, political systems
- Government Connect project (and acceptance of technology and associated training needs)

In addition, the services have a number of internal drivers. The Council continues to undergo substantial change. A number of corporate initiatives will have a significant bearing on the way the services are delivered. These will include:

- The Council's Medium Term Financial Strategy and Housing Revenue Account Business Plan both indicate the need for substantial efficiency savings and cuts (being £1.6 million on the General Fund) which will impact on both front line and corporate services
- The Corporate Governance Improvement Plan
- Customer Service Excellence project
- Investors in People Accreditation
- The Comprehensive Equalities Policy
- New performance reporting and management arrangements
- The Communication Strategy
- The service review programme
- Recommendations from the Scrutiny Committee Finance Task and Finish Group
- Need to improve financial management across the Council
- Travel for Work
- Member Development Strategy 2008-2011
- Skills shortages
- Ageing workforce
- Systems development to enable roll out of further Resourcelink modules
- Move to on-line recruitment processes

- Fluctuating levels of instructions to the legal team and property surveyor
- Need to respond appropriately, balancing legal constraints against the political ambitions of the authority
- Need to respond quickly to give clear and unambiguous legal advice to SMT, Cabinet and other Members
- Improve corporate awareness of legal implications of decisions by giving early warnings
- Absences in other departments may impact turnaround times for producing searches
- Departments dealing with third party access to answer property enquiries means less time overall to deal with land charges enquiries
- Land Charges is reliant on ICT support for the systems which collate and produce the final reports
- The Northgate system has not delivered any improvement in the turnaround time for searches
- Possible political instability; changes in Cabinet make-up
- Growing political 'maturity' in terms of administration and opposition
- Seek more effective, while still cost-efficient, methods of engagement with electorate
- Address the culture of taking items to meetings (objectives, outcomes, effectiveness)
- Increased working from home provision through IT enhancements
- Positive sustainability implications of fewer meetings, shorter agenda, increased home working

The outcome of the tenants' vote against a transfer to South Cambridgeshire Village Homes is likely to continue to have an effect on Corporate Services during 2010/11.

b) Our Key Partners

- Cambridgeshire Direct
- RSM Tenon
- Zurich Commercial & Municipal
- Cambridgeshire Procurement Group – working with:
 - Cambridgeshire County Council (e.g. framework agreements for advertising, agency staff and occupational health)
 - ESPO
 - Office of Government Commerce
 - Regional Improvement and Efficiency Partnership
- Local Strategic Partnership
- Neighbouring Local Authorities (e.g. shared services projects, joint procurement of an integrated HR/Payroll system)
- New technology/Enterprise Ltd (Modern.Gov committee management system)
- IDeA
- ICT suppliers
- Bailiff service providers
- Addenbrookes Occupational Health team
- Ministry of Justice
- Land Registry
- Parish Councils and Cambridgeshire and Peterborough Association of Local Councils (CPALC)
- Information Commissioner's Office
- Standards for England (SfE)
- Local Government Ombudsman
- Local MPs
- Ordnance Survey
- Cambridgeshire County Council as highway authority

- Cambridgeshire County Council as Pension scheme administrators
- Local Land Charges Institute
- Land Data cic
- Training providers

c) Our Strengths and Weaknesses

Strengths	Weaknesses
<ul style="list-style-type: none"> • Team work • Mutual respect, within team, with colleagues across the authority and with Members • Enthusiasm and positive attitude • Professionalism, commitment and motivation • Highly skilled and experienced workforce across all services • Breadth of knowledge • Excellent performance in service areas • Good working relationship with Members • Accounts have been produced to the statutory timetable and are unqualified • Efficient services with low costs • Adept at balancing priorities in the face of competing demands • Strive for continuous improvement and proactive in identifying and implementing solutions • Performance culture embedded through annual service plan targets • Mature risk management arrangements • Good procurement advice and support service • Top quartile/decile Revenues & Benefits performance levels • Corporate efficiency savings achieved in excess of NI 179 	<ul style="list-style-type: none"> • Challenges on organisation to <ul style="list-style-type: none"> ○ meet statutory deadlines ○ follow risk management processes ○ meet report deadlines, leading to incomplete and badly formatted/ laid out reports • Ownership of forward plans • Communication • Age profile of staff in some services areas • Inability to arrange meetings in a timely manner due to member and officer availability • Lower staff satisfaction in comparison to other services • Lack of capacity for business support and service development • Large number of complex corporate projects and initiatives to support • Lack of technical systems expertise to enable better use, support and development of systems • Response times for advice and production of documentation where there are particular pressures of competing work • Potential for high profile cases to absorb significant officer time that may impact on service levels • Lack of integration with corporate systems containing information required • Limited corporate understanding of the role support services play in underpinning the delivery of the Council's 3A's • Misunderstanding of the role of the public PFH meeting, i.e. not for informal early-stage policy discussions • Too many information items, especially at SMT • Failure by officers to use the weekly bulletin to convey info to Members; leads potentially to duplication and information overload

Opportunities	Threats
<ul style="list-style-type: none"> • Improve public access to services • Action plan in place to improve direct communication with staff and Members • Improvement in Member training and development; carry out targeted and co-ordinated work programme in future years. • Efficiency review across Council • Co-operation / co-ordination between services • Focus on corporate Aims, Approaches and Actions • Embedding financial and performance management culture across Council • Partnership working • Improve communication • Improve customer focus • Maximising use of financial management system across Council • Shared services with neighbouring authorities and joint working • Improve use and exploitation of ICT initiatives • To further improve policies and procedures relating to procurement • Service reviews • Management Development programme • Succession Planning • Equalities agenda/EIA's • Investor in People project • Work with partners to change perception of non District Council services • Work with other services on decisions which could impact support services • Strengthened quality of decision-making process via changes to report approval process • Further enhance opportunities for public involvement in meetings • Increased flexible/home-working from technological advances • Streamline processes to reduce the cost of meetings • Opportunities to review and improve how SCDC promotes local democracy via new statutory duty • Achieve Member Development Charter status 	<ul style="list-style-type: none"> • Efficiency and other saving requirements • Age profile of staff in some services areas leading to loss of expertise and knowledge • Resource levels could impact the attainment of Corporate Aims and / or services plans • Reduction in capacity if DSM post is frozen or deleted – can no longer be a proactive service • Failure by the organisation to prioritise and resource Member development; • Challenge to demonstrate and evidence Comprehensive Area Assessment and Use of Resources requirements and to meet the harder test for Use of Resources • Tougher national standards for benefit services with introduction of Audit Commission Key Lines of Enquiry • Increased demands on the benefits and collection services due the economic downturn • Potential equal pay claims • Lack of budget to deliver organisational development initiatives • Political change/balance of authority • Services exposure to competition • New national indicator set and performance management framework • Loss of momentum on improvement programme • Lack of Member buy-into training and development. • Workload caused by weekly SMT meetings; knock-on effect for rest of team; exacerbated if capacity reduced • Lack of Member engagement in government connect project means information no longer gets through. • Growing evening meeting/out of hours culture has negative effects on work-life balance • Lack of resources may mean flexible working advantages cannot be realised • Planning Committee getting unmanageably long again depending on the impact of the removal of CHDM meetings

<ul style="list-style-type: none"> Information Governance now on the agenda of ICT Steering group re-named ICT & Information Governance Steering Group (ICTIG) with new terms of reference. Information Governance Working Group (IGWG) first meeting 2/11/09 (chaired by Legal Services) - will report to ICTIG on all aspects of Information Governance - more joined-up approach Impact of ICT Review 	<ul style="list-style-type: none"> LGA obtaining legal advice on options available to LA's on charging for information supplied as part of local search & Con29 enquiries. Indication that many LA's will have to reduce their charges significantly to bring them in line with Environmental Information Regulations
--	--

3. The Council's Objectives

Corporate Services will continue to underpin the delivery the Council's Aims, Approaches and Actions and further key issues across the Council.

Council's Aims

1. We are committed to being a listening council providing first class services accessible to all;
2. We are committed to ensuring that South Cambridgeshire continues to be a safe and healthy place for you and your family;
3. We are committed to making South Cambridgeshire a place in which residents can feel proud to live;
4. We are committed to assisting provision for local jobs for you and your family;
5. We are committed to providing a voice for rural life.

New Council Actions for 2010/11

Democratic Services will develop, agree and implement an action plan which will deliver Member Development Charter accreditation by March 2011, so that Members are better equipped for their role, bringing benefit to decision-making and scrutiny as well as improving their ability to represent the electorate effectively.

The Finance Project Team will assist as appropriate with procurement aspects of the new Council actions for 2010/11, in particular regarding outcomes from the refuse and recycling service review and from the housing service review and restructure.

Major projects to deliver new Council actions will have their own project plans and risk logs (these latter, copied to the Finance Project Officer), so that risks associated with delivery of those new Council actions will be properly managed.

Values

Corporate Services' actions to embed Values will be closely linked to actions to meet Customer Service Excellence (see section 5 below). Included within these actions will be consultation with service users (external and internal).

4. Our Service Objectives

Corporate Services will:

- Contribute to arrangements for the proper administration of the Council's financial affairs.
- Enable the Council to manage its risks effectively.
- Identify areas for potential cost savings, or rationalisation of products and suppliers.
- Contribute towards achieving the Council's efficiency savings forecasts.
- Assist colleagues with implementing procurement practices and systems (including e-procurement) in line with the Council's policies and procedures and with EU and other procurement legislation.
- Coordinate the corporate project to identify and implement efficiency savings across the authority.
- Coordinate the corporate arrangements to maintain an appropriate Use of Resources overall score.
- Work in partnership to provide efficient and customer focused services.
- Ensure that the Council implements employment best practice and the statutory requirements in the various employment, health & safety and equalities acts.
- Support the attainment of the Council's ICT Strategy 2009-2011.
- Enable the Council to make effective use of ICT systems and achieve its service objectives through the implementation, development and management of appropriate technologies.
- Ensure best value for money options for service delivery.
- Achieve improved customer satisfaction with our services.
- Work with the Standards Committee to raise the profile of ethical governance within the Council and all Parish Councils in the District.
- Work with colleagues to promote good information management across the Authority to achieve efficiencies in Records Keeping, Information Sharing, public access to and re-use of information, and data security ensuring the Authority meets its legal obligations in these areas.
- Manage an effective, efficient, open and transparent decision-making process, which meets statutory requirements and enables the Council to make informed decisions and develop its community leadership role, whilst providing the required support and first point-of-contact with elected Members to enable them to carry out their roles. To assist the Council in putting in place further improvements in political processes, conduct and leadership through proactive involvement in corporate governance reviews of the Constitution and decision-making mechanisms.
- Support and evaluate the training and development of Members, enabling effective training and development to contribute to the Council meeting its strategic aims.
- Work in partnership to provide an efficient and customer focused Revenues Service.

5. Our Customers

Corporate Services provides services to both internal and external customers.

Internal Customers

The Accountancy, ICT, Finance Project Team, HR/Payroll, Internal Audit and Legal & Democratic Services teams mainly provide services to internal customers, including 57 Members.

Legal Services are meeting its performance standards in council house and equity share sales.

Legal Services will conduct a survey on internal clients to identify aspects of the service that internal clients are not satisfied with and take appropriate action to improve satisfaction.

External Customers

Our external customers are mainly through Revenues Services and Legal & Democratic Services, including Land Charges. For all of these areas, customer service standards have been established and are followed and monitored.

Cambridgeshire Direct provides a contact centre service for Revenues Services customers between 8am and 8pm Monday to Saturday handling in the region of 55,000 calls per year. Customers wishing to make a payment are also to pay 24 hours per day seven days per week by automated telephone payment or through the Council's website. Quarterly satisfaction surveys are conducted by Cambridgeshire Direct and report a very high level of customer satisfaction.

The table below shows the approximate numbers of customers for the range of Revenues Services:

Council Taxpayers	60,600
Non-Domestic ratepayers	4,200
Council tenants	5,500
Concession travel pass holders	26,000
Recipients of housing benefit	5,100
Recipients of council tax benefit	6,100

The Land Charges section has carried out a survey of all personal search agents using the service and the responses indicated a high level of satisfaction with the service.

Land Charges will now conduct a survey of all Land Charges external customers (solicitors & estate agents) to identify aspects of the service that customers are not satisfied with and take appropriate action to improve satisfaction.

The Council is planning on enhancing self-service opportunities for its customers.

Customer Service Excellence

The corporate Customer Service Excellence project is led by Service First, which the Revenues Manager, Benefits Manager and **Head of ICT** attend. Revenues & Benefits and **ICT** will be key participants in and contributors to the project.

The HR/Payroll service intends to procure and facilitate corporate training and development to support the Customer Service Excellence project. This will develop customer service skills within service areas, leading to improved service for residents, resulting in increased customer satisfaction.

There are individual actions within the Accountancy Service, **ICT** and Revenues & Benefits improvement plans, to improve services to both external and internal customers.

Customer Complaints

The formal complaints process is publicised by the Service and Revenues Services monitor complaints from customers in order to identify service failings and to take corrective actions to minimise future complaints. Revenues Services seek to minimise complaints through good customer service and aims to experience less than 20 justified complaints each year.

SMT receives a quarterly report on complaint handling performance. The latest report shows that Corporate Services received 3 complaints in the first quarter of 2009/10, 5 in the second quarter and 7 in the third quarter. Of these, 2 (67%), 4 (80%) and 7 (100%) were responded to within target. Considering the range and complexity of the services provided, this is a remarkably low level of customer dissatisfaction. In addition, Corporate Services received 2 compliments in the third quarter (figures not available for the first two quarters).

More information about customers is contained under the next section.

6. Are we meeting the needs of all our community?

South Cambridgeshire is very rural in nature, with 101 villages, no urban centres and an area of approximately 90,000 hectares. The population is approximately 140,000 and population density is low at 1.6 persons per hectare. There are 60,600 households in the District, of which approximately 16,000 are single adult households. Approximately 300 households received council tax reductions due to a resident's disability.

There is little deprivation in South Cambridgeshire with the area ranked 5th least deprived in England using the Indices of Multiple Deprivation. 6,100 (10.1%) of households receive Council Tax benefit and approximately 60% of recipients are of pensionable age. The 2008 Place Survey showed that 47% of respondents were employed in full time work, 12% part-time and 9% self employed. 32% of respondents were not working - 20% being retired; 7% looking after the home; 3% permanently sick or disabled and the rest in education or training. Employment is above both the regional and national averages; however, unemployment levels have increased due to recession, leading to increased numbers of residents claiming welfare benefits.

Educational attainment is high resulting in generally knowledgeable and well-informed customers who expect a high standard of service.

The population of South Cambridgeshire is predominantly white British (89.5%). The largest individual ethnic minority population in the district is the fluctuating Traveller population, estimated at 1,330 people (1 per cent of the population of the district) in the sub-regional Travellers Need Assessment survey published in 2006.

The Council's offices are located in Cambourne, which is towards the geographical the centre of the District, and are fully accessible to persons with a disability. Cambourne is easily accessible by road and is well served by public transport by bus from Cambridge. However, unless residents live on the Cambridge – Cambourne – St Neots bus route they will need to take two bus journeys to reach the offices. There is little call for residents to visit the village of Cambourne other than to attend to business with the Council and consequently most residents prefer to transact their business by telephone. The Contact Centre is open for calls 72 hours per week from 8am to 8pm Monday to Saturday providing a high level of accessibility. Callers may use type-talk, language line or text-phone to contact the Centre. Revenues Services employ a Welfare Visiting Officer to visit at home those residents wishing to claim benefits that have difficulty in access the service through other channels.

Revenues Services are evaluating the take-up of benefits in growth communities and will develop a formal strategy in 2009 to ensure the Council is equipped to maximise take-up of welfare benefits in new communities. In particular the Service wishes to evaluate the differences between new growth communities and established communities to ensure the service adapts to meet the needs of those new communities.

The Council has recently achieved Level 2 of the national Equality Standard and has made a commitment to progress to Level 3. All services are reviewing policies and procedures so they can be prioritised and impact assessed over the next couple of years as part of the overall Council programme. Staff have been involved in equalities training and will be supported by the Equalities team to conduct equality impact assessments during the year. A Comprehensive Equalities Policy has been approved to give direction to the Council's equalities work for the period 2009 to 2012.

All Corporate Services service areas considered high priority have been equality impact assessed. Remaining service areas will be equality impact assessed on a priority basis.

The Revenues team will train appropriate Revenues staff, particularly visiting officers, to be alert to signs that children or young persons' safety or wellbeing is at risk. In addition, a minimum of two managers within the Revenues team will be trained to act as first point of referral for any concerns raised by employees, and to ensure that appropriate action is taken. Any concerns about the safety or wellbeing of children and young people will therefore be referred to the appropriate agency, leading to greater safeguarding of children and young people.

The Procurement Team will produce addenda to the Council's Procurement Strategy, Contract Regulations and procurement processes, as necessary, so that appropriate Safeguarding Children considerations are taken into account in relevant procurement exercises. Incorporate fully at next formal review.

7. Our Performance and Plans to Improve

Overall the performance of the service during the year has been positive and the direction of travel is in the right direction. However there have also been areas that need to be improved further to enhance and improve the services offered.

In the last year a number of achievements have been made against the 2009/10 service plans. However there are also areas where limited progress has been made and actions are still outstanding. The key issues are summarised in the table below:

Achievements	Areas needing action
<ul style="list-style-type: none"> • Statement of Accounts produced and unqualified within statutory timeframe • Integrated financial information with performance • Member training and development programme being implemented • Managed risk management process across Council with regular review and robust challenge • Contributed to improved performance in Contact Centre so contract requirements met • Updated financial regulations and contract regulations • Procurement procedures and 	<ul style="list-style-type: none"> • Further development of income management and e-billing • Gaining further ownership from cost centre managers for their budgets • Integration of back office systems • Deployment of new desktop system • Further improvements to the Constitution to increase its accessibility to the user • Improvements to the Council's business planning mechanisms to improve the quality and transparency of decision-making • Progress on ICT projects • Better customer engagement particularly in respect of the Housing

- flowchart available on Council's intranet
- Implementation of findings from the survey of Council tenants
 - Procurement efficiencies and savings
 - Introduction and operation of standards local assessment framework
 - Efficiency target exceeded
 - Collection rates comparable to previous year despite the economic downturn
 - Benefit performance maintained despite increasing caseload
 - Meeting targets in respect of Cabinet agenda, key decisions on forward plan, publication of decisions, publication of full agenda
 - Portfolio Holder meeting dates agreed for the year
 - Responding to all Members enquiries quickly and within target
 - Portfolio Holder operating guidelines review report submitted; recommendations influenced development of combined PFHs' forward plan
 - Delivered revenues and benefits training session in response to an identified need
 - Proposals to improve the report-drafting process for Cabinet agreed and implemented
 - Changes to vetting process
 - On target to achieve ICT service review by 31/3/10; will enhance customer experience
 - Revenue collection performance generally maintained despite the recession, especially council tax and rents
 - Legal & Democratic Services are meeting targets for processing complaints under the Members Code of Conduct as set by SfE
 - Legal Services ran two successful Parish Forums for parish councils in Sept/Oct 2009 covering topics such as parish planning powers and pre-determination and bias, the Code of Conduct, capacity building and how to deal with Freedom of Information Act/Data Protection Act requests
- and Council Tax benefits service
 - Targeted benefit take-up initiatives to ensure residents do not miss out on benefits they are entitled to
 - Meeting the increased demand on services resulting from the economic downturn (e.g. increasing benefits caseload)
 - Reports to Democratic Services on time and in the correct template; quality of reports and recommendations
 - Absence rates still high
 - Restructure of Revenues & Benefits service to achieve financial savings while maintaining performance
 - Need to ensure achieving sound Use of Resources scores of 2 and 3's where appropriate
 - Member Development work programme: not delivering events within timescale, attendance poor, lack of co-ordinated feedback mechanism
 - Low levels of public interest at community Scrutiny and Overview Committee meetings
 - From 1 January 2010 land Charges will start to operate an electronic register instead of making paper copies for register

In addition, the service has performed well in its performance indicators; no Corporate Services functions have been identified as performing poorly. However, corporately, the Council failed to achieve its stretch target of 10 days to pay undisputed invoices. The key indicators are summarised below:

Functions performed well

- Percentage of undisputed invoices paid within 30 days
- Average days to process new claims
- Percentage of Council Tax collected
- Percentage of non-domestic rates received
- Percentage of rent collected
- Percentage of tenants evicted due to arrears (recovery action taken earlier, including serving notices to quit, resulting in tenants paying arrears and hence a low number of actual evictions)
- Percentage of Housing Benefit overpayments recovered
- Percentage of key decisions taken by Cabinet which were previously published on the Forward Plan.
- Percentage of Council and Cabinet decisions published within two working days of the meeting.
- Average number of days taken to process complaints under the Code of Conduct
- Average number of days taken to turnaround a Land Charges search
- Percentage of full agendas published, without late reports 'to follow'.

Functions performed adequately

- Budget outturn forecast
- Percentage of Councillors attending at least one skills development training session
- Percentage of Contact Centre calls dealt with at first contact
- Percentage satisfied with Council website
- Average days to process notifications of changes of circumstance
- Number of prosecutions / sanctions per 1,000 caseload

This demonstrates that most aspects of the service are performing on average or above, however all services are striving for continuous improvement and maintaining levels of performance.

8. Our Resources

Your budget and estimated outturn for 2009/10 and budget for 2010/11 should be summarised. To be added into final service plan in March with info supplied by Finance.

Also give assessment of areas where your service is under/over resourced and any additional resources you need to deliver the service plan.

The Council's budget delivers the improvements proposed in the improvement plans.

The Council will be under pressure in some areas due to staffing reductions as part of the savings package.

9. Do we provide Value for Money?

Accountancy

The Accountancy Service currently undertakes benchmarking with the CIPFA Benchmarking club for Accountancy, Creditors and Treasury Management. This data demonstrates that the cost of the Accountancy and Creditors Services was below the average compared to other shire district councils.

The Accountancy Service has continued to meet all statutory requirements and contributes to the overall use of resources score. The Treasury Management performance of the service, for 2008/09 showed that South Cambridgeshire achieved another creditable performance for the fifth year running, with a return of 5.61% on combined investments (less than and more than 365 days) compared to 5.36% for its comparator group, and 5.26% for the overall group. South Cambridgeshire was third highest in the comparator group of 13 other organisations and nineteenth highest in the overall group of 128 other organisations. The service will continue to use this benchmarking information to improve value for money in this area.

Revenues Services

Revenues Services monitor the unit cost of a number of activities, including cost of council tax collection, cost of non-domestic rates collection and cost of administering benefit claims, over time. Key income streams for the service such housing and council tax benefit subsidy and income from legal costs are monitored on a monthly basis. The links between performance and cost are generally understood and an improvement in performance in the recovery of overpaid benefits has led to an increase in income and reduction in the cost of providing the service. Efficiency improvements have been made in 2008/09 as performance has been maintained with the same resources at a time of increasing caseload due to the economic recession.

An analysis of the service's value for money performance has been conducted using the Audit Commission's Value for Money tool. This analysis indicates that the Council performs well in comparison to geographical neighbours, but less well in comparison to the recommended 'family grouping' of similar authorities. However, it is recognised that the VFM tool utilises very broad data and further benchmarking is required to establish the reason for differences between costs at different authorities.

The Council is a member of the SPARSE benchmarking group, which provides annual benchmarking information on performance and value for money among rural district Councils. The annual performance profile for Benefit Services for 2007/08 indicates that the Council provides good value for money in comparison to other SPARSE members.

ICT

Supporting the needs and aspirations of all our users, ICT underpins all service delivery at South Cambs. ICT was recently subject to a comprehensive Service Review looking at all aspects of the service, relationship with the customer and use of resources. Several recommendations have been made and implemented; other longer-term initiatives will continue to be developed during 2010. The ICT service continually looks for efficiencies and opportunities to provide best value through the use of appropriate technology.

Legal & Democratic Services

Legal Services has not carried out a benchmarking exercise but remain confident that the service provides value for money for the Council. Clients prefer working with an in-house legal support team rather than external legal advisors because of the convenience, availability and knowledge of corporate business that comes with being on-site and closely involved with the client. An in-house land and property surveying service is highly cost effective and means the Council does not need to engage external surveying expertise. Exploratory talks are being held with Heads of Legal Services at the other councils in Cambridgeshire to consider what savings and efficiencies could be made via shared legal services.

Land Charges have to charge fees set by central government for Personal Search Agents and Personal Search companies. The Land Charges service is subject to commercial competition and can therefore be demonstrably benchmarked against private sector providers. A fee for refresher searches was introduced from November 2009.

Democratic Services has undertaken benchmarking work with all shire district councils around the country. This process has demonstrated that the service provides value for money in terms of the number of meetings serviced per officer on an annual basis; it will be repeated to ensure continuing value-for-money in future years.

General

Corporate Services facilitates the search for and achievement of efficiencies and savings across the authority. In 2008/09, the authority achieved ongoing cash-releasing value for money gains (National Indicator [NI] 179) of £1.244 million, exceeding its target of £1.089 million by £155,000.

10. Workforce Overview

Corporate Services employs the following numbers of employees:

	Number of Employees	Full Time Equivalents
Accountancy	15	12.96
Finance Project Team	2	2.00
Human Resources / Payroll	10	8.32
ICT	25	23.61
Legal & Democratic Services (inc. Land Charges)	20	17.73
Revenues Services	58	52.88
Total	130	117.50

A key workforce planning issue facing the service is the age profile of staff. In some service areas there are concentrations of employees of similar ages with key knowledge and experience. This creates a risk that several key staff could retire within a short period of time, which could affect the delivery of key activities. A further risk may arise if it proves difficult to recruit employees of the appropriate calibre, qualification and experience. A review of this risk to the service will be undertaken as part of the Council's wider succession planning project.

There were periods of maternity leave across the service during 2009/10 and it can be anticipated that further maternity leave will be taken during 2010/11. Maintaining service levels is likely to require the employment of temporary staff, which can create budgetary pressures where rates for experienced or qualified temporary staff are higher than savings accruing due to maternity leave.

The Service is committed to staff development and has contributed to the corporate bid for Investors in People accreditation. Representatives from the Service have participated in the Management Competencies Development project and the resulting pilot programme. Staff development will continue to be a core aspect of the delivery of Corporate Services and it is anticipated that further improvements will be implemented as part of the Investors in People improvement plan

Minimising productive time lost through sickness absence is key to maximising the human resources available to the service. Managers have received training in managing sickness absence and managers ensure that employees suffering serious illness are given help and support in returning to work. In the first half of 2009/10, 2.56% of working days have been lost through sickness (figure to be provided in due course) – equivalent to 3.0 FTE posts. Nearly two-thirds of the time lost due to sickness resulted from long-term sickness and just over one-third from short-term sickness in this period. The effective management of sickness absence will continue to be a priority for the service.

11. Risk Overview

Corporate Services have compiled a risk register for the whole service that summarises the major risks that could affect the service over the next 12 months:

- **Reduction in HR/Payroll team to meet savings target**
- **Inadequate resources allocated to Revenues & Benefits business support:** Workload demands / Resignation / Sickness / Difficulty in recruitment.
- **HR/Payroll system:** Lack of system administration and development skills and expertise.
- **Impact of market conditions on conveyancing:** Collapse/downturn of the housing market.
- **Knowledge / experience in Accountancy service:** Retirement / resignation / restructuring and redundancy / long term sickness of key senior staff / difficulty in recruiting suitably qualified staff.
- **Late approval and receipt of audit opinion on 2009/10 and later years' accounts,** arising from significant changes in accounting requirements increasing the length and complexity of the Statement of Accounts, tight deadlines.
- **The EU Remedies Directive** means a major shift in the balance of power from the authority to suppliers, if staff do not comply with procurement procedures and legislative requirements.
- **Recruitment & selection:** Non conformance with recruitment & selection legislation and best practice, including safeguarding checks.
- **Data Transfer Security:** Loss of residents confidential data due to inadequate security for transfer of data.
- **Loss of connectivity to 'outside world':** Recognising Government Connect, Communications and data links fail / degrade.
- **System upgrades**
- **3rd party dependencies:** 3rd party does not deliver to timetable.
- **System hardware failure**

- **Information Governance:** Failure to process or protect information in accordance with legal and regulatory obligations and best practice.
- **Limited management capacity in Revenues & Benefits:** Increasing demands from corporate core / Increasing demands from customers.
- **Job Evaluation & Equal Pay project:** Insufficient resources or slippage against project plan affect the Job Evaluation & Equal Pay project.

IMPROVEMENT PLAN: ICT Service (draft)

COUNCIL ACTION #		Council Action	Supporting Information	Completion by Month	Officer
			Additional Resources Required: Outputs: Outcomes: Risks: Other services affected:		

COUNCIL Aim/ Approach # See Key	Service Objective # See Key	Supporting Objective	SMART* Actions or Milestones	Supporting Information	Completion by Month	Officer
A i A iii A iv A v	I 1 I 2 I 3 I 4	ICT Service Review implementation to ensure an effective, efficient and customer focussed service.	Work to requirements of the ICT Service Review. Recognise the importance of customer expectations and ensure a positive experience. Develop internal process and procedure in support of the above. Customer satisfaction surveys November 2010 Post implementation review March 2011	Additional Resources Required: To be met from existing resources and budgets. Outputs: More efficient working and improved customer experience. Outcomes: Improved customer service Risks: ICT Service does not meet expectations. Other services affected: None Strategic Outcomes: Developed with customer involvement. Best practice governance, high quality services and customer focussed. Ability to achieve and support the objectives of the Council. Improved and clearer mechanisms and standards to enable users requesting ICT assistance to request, monitor and receive support. Improved customer satisfaction with ICT services and more efficient working with appropriate management and staffing arrangements.	Mar 2011	Head of ICT

COUNCIL Aim/ Approach # See Key	Service Objective # See Key	Supporting Objective	SMART* Actions or Milestones	Supporting Information	Completion by Month	Officer
A i A iii A iv A v	I 1 I 2 I 3 I 4	Support departmental and service area initiatives to deliver improved services.	Use ICT Champions to engage with service areas and ensure required outcomes are understood and achievable. Promote the use of appropriate technology to support the departmental and service area improvement plans. Wherever possible, use existing technologies and promote commitment to best value.	<p>Additional Resources Required: Service Users, Application suppliers.</p> <p>Outputs: More efficient working and better information management</p> <p>Outcomes: Improved customer service</p> <p>Risks: 3rd parties unable to meet council aspirations / expectations. Internal resources over stretched leading to inability to fully engage with project requirements and objectives. Internal skills not sufficient to progress the development leading to increased reliance on 3rd parties. Costs escalate as a direct result of any of the above. Difference of opinion between ICT and services about roles and responsibilities.</p> <p>Other services affected: Potential to affect all services especially those involved with delivery of front-line services.</p> <p>Strategic Outcomes: The support of effective and efficient services. A continuing forward look at the demand for and supply of ICT services to ensure capacity requirements are met.</p>	Mar 2011	Head of ICT

COUNCIL Aim/ Approach # See Key	Service Objective # See Key	Supporting Objective	SMART* Actions or Milestones	Supporting Information	Completion by Month	Officer
A i A iii A iv A v	I 1 I 2 I 3 I 4	Back Office system interfacing / integration to improve the effectiveness of service delivery and information management.	Use ICT Champions to engage with service areas and ensure required outcomes are understood and achievable. Where a viable business case is demonstrated, investigate and implement opportunities to deliver joined up ICT systems and services.	<p>Additional Resources Required: To be met from existing resources and budgets.</p> <p>Outputs: More efficient working and improved information management</p> <p>Outcomes: Improved customer service</p> <p>Risks: 3rd parties unable to meet council aspirations / expectations. Project slippage has knock on effect for other service enhancements. Internal resources over stretched leading to inability to fully engage with project requirements and objectives. Internal skills not sufficient to progress the development leading to increased reliance on 3rd parties. Costs escalate as a direct result of any of the above. Solution does not meet requirements or creates additional work.</p> <p>Other services affected: Potential to affect all services especially those involved with delivery of front-line services.</p> <p>Strategic Outcomes: Report with cost/benefit analysis and recommendations for further integration of back office systems. (Implementation would be in 2011/12). Ultimate outcome is improved service for customers.</p>	Mar 2011	Head of ICT

COUNCIL Aim/ Approach # See Key	Service Objective # See Key	Supporting Objective	SMART* Actions or Milestones	Supporting Information	Completion by Month	Officer
A i A iii A iv A v	I 1 I 2 I 3 I 4	Continue to develop transactional services on the Councils web site.	Where a viable business case is demonstrated, investigate and implement opportunities to deliver joined up ICT systems and services.	<p>Additional Resources Required: To be met from existing resources and budgets.</p> <p>Outputs: More efficient working and better information management</p> <p>Outcomes: Improved customer service</p> <p>Risks: Existing budgets may not be able to fully support the action requirements. ICT or user resources may not be available when they are required. Third parties (supplier) are unable or unwilling to provide the facilities required within their application.</p> <p>Other services affected: Potential to affect all services especially those involved with delivery of front-line services.</p> <p>Strategic Outcomes: Transformation of our work processes and the way we engage with our residents, more effective systems to ensure service requests can be delivered as a seamless 'end to end' process.</p>	Mar 2011	ICT GIS and Information Manager

COUNCIL Aim/ Approach # See Key	Service Objective # See Key	Supporting Objective	SMART* Actions or Milestones	Supporting Information	Completion by Month	Officer
Ai Aiii Aiv Av	I 1 I 2 I 3 I 4	Continued development of the CMS (Content Management System) to further integrate the website and intranet and improve the creation and management of content.	Use ICT Champions to engage with service areas and ensure required outcomes are understood and achievable. Where a viable business case is demonstrated, investigate and implement opportunities to deliver joined up ICT systems and services.	<p>Additional Resources Required: Departmental staff.</p> <p>Outputs: More efficient working and better information management</p> <p>Outcomes: Improved customer service</p> <p>Risks: Existing budgets may not be able to fully support the action requirements. ICT or user resources may not be available when they are required. Third parties (supplier) is unable or unwilling to provide the facilities required within their application.</p> <p>Other services affected: Potential to affect all services especially those involved with delivery of front-line services.</p> <p>Strategic Outcomes: Environments for the support of change and transformation, support for initiatives to better engage with our residents and ultimately, delivery of improved services.</p>	Mar 2011	ICT GIS and Information Manager

COUNCIL Aim/ Approach # See Key	Service Objective # See Key	Supporting Objective	SMART* Actions or Milestones	Supporting Information	Completion by Month	Officer
A i A iii A iv A v	I 1 I 2 I 3 I 4	Development of SharePoint Portal server to provide a more functional and more manageable data sharing facility as an alternative to the use of shared drives.	Use ICT Champions to engage with service areas and ensure required outcomes are understood and achievable. Provide central repository and resource in support of collaborative working. Introduce a more functional and more manageable data sharing facility as an alternative to the use of shared drives	<p>Additional Resources Required: Internal ICT and system suppliers.</p> <p>Outputs: Maintain access to systems and services.</p> <p>Outcomes: Improved customer service</p> <p>Risks: 3rd parties unable to meet council aspirations / expectations. Internal skills not sufficient to progress the development leading to increased reliance on 3rd parties. Product limitations in the basic toolset mean it can't meet our requirements, pushing us to upgrade. Costs escalate as a direct result of any of the above.</p> <p>Other services affected: Potential to affect all services especially those involved with delivery of front-line services.</p> <p>Strategic Outcomes: Installation / implementation of software and use for specific pilot projects – eg project management documents; Corporate Plan.</p> <p>Ultimate outcomes are greater efficiency and productivity.</p>	Mar 2011	ICT Support Services Manager

COUNCIL Aim/ Approach # See Key	Service Objective # See Key	Supporting Objective	SMART* Actions or Milestones	Supporting Information	Completion by Month	Officer
A i A iii A iv A v	I 1 I 2 I 3 I 4	Implement interfaces between the CorVu Performance Management System and other business applications, where possible and practical, to avoid duplicate data input	Working with service departments, identify and implement opportunities for direct input of data. Use ICT Champions to engage with service areas and ensure required outcomes are understood and achievable.	<p>Additional Resources Required: Service Users, Application suppliers.</p> <p>Outputs: More efficient working and better information management</p> <p>Outcomes: Improved customer service</p> <p>Risks: 3rd parties unable to meet council aspirations / expectations. Internal resources over stretched leading to inability to fully engage with project requirements and objectives. Internal skills not sufficient to progress the development leading to increased reliance on 3rd parties. Unable to import/export data in the available format so bespoke interfaces are required. Costs escalate as a direct result of any of the above.</p> <p>Other services affected: Potential to affect all services especially those involved with delivery of front-line services.</p> <p>Strategic Outcomes: Report with cost/benefit analysis and recommendations for further integration of back office systems. (Implementation would be in 2011/12). Ultimate outcome is improved service for customers, transparency in performance management and improved oversight and Member engagement.</p>	Mar 2011	ICT Support Services Manager

COUNCIL Aim/ Approach # See Key	Service Objective # See Key	Supporting Objective	SMART* Actions or Milestones	Supporting Information	Completion by Month	Officer
A i A iii A iv A v	I 1 I 2 I 3 I 4	Develop GIS partnerships with other local authorities and possibly the emergency services to provide improved public access to GIS property related information.	Building on the successful 'proof of concept' project of 2008/09, expand the adoption of the GIS Partnership to include all relevant agencies.	<p>Additional Resources Required: Service Users, Application suppliers, LA peers.</p> <p>Outputs: More efficient working and better information management</p> <p>Outcomes: Improved customer service</p> <p>Risks: 3rd parties unable to meet council aspirations / expectations. Internal resources over stretched leading to inability to fully engage with project requirements and objectives. Internal skills not sufficient to progress the development leading to increased reliance on 3rd parties. Costs escalate as a direct result of any of the above.</p> <p>Other services affected: Potential to affect all services especially those involved with delivery of front-line services.</p> <p>Strategic Outcomes: Improved engagement with our public sector partners, wider take-up amongst our peers, options to provide more integrated services to our residents.</p>	Mar 2011	ICT GIS and Information Manager
A i A iii A iv A v	I 1 I 2 I 3 I 4	Review DR arrangements	<p>Review current DR arrangements to ensure they are adequate but not over stated.</p> <p>Consider shared contract with other local Councils.</p> <p>Termination notice on existing service to be issued September 2010.</p>	<p>Additional Resources Required: Service Users, Application suppliers, LA peers.</p> <p>Outputs: More efficient working and reduced costs.</p> <p>Outcomes: Improved customer service</p> <p>Risks: 3rd parties unable to meet council aspirations / expectations. Internal skills not sufficient to progress the development leading to increased reliance on 3rd parties. Costs escalate as a direct result of any of the above.</p> <p>Other services affected: Potential to affect all services especially those involved with delivery of front-line services.</p> <p>Strategic Outcomes: Attainment of best value provision and options for improved efficiency and engagement with our public sector partners.</p>	Sept 2010	ICT Support Services Manager

COUNCIL Aim/ Approach # See Key	Service Objective # See Key	Supporting Objective	SMART* Actions or Milestones	Supporting Information	Completion by Month	Officer
A i A iii A iv A v	I 1 I 2 I 3 I 4	Contact Centre service	Ensure SCDC requirements are understood and catered for in discussions about the future of the CRM system. Use ICT Champions to engage with service areas and ensure required outcomes are understood and achievable.	Additional Resources Required: Service Users, Application suppliers, LA peers. Outputs: More efficient working and reduced costs. Outcomes: Improved customer service Risks: 3 rd parties unable to meet council aspirations / expectations. Internal skills not sufficient to progress the development leading to increased reliance on 3 rd parties. Costs escalate as a direct result of any of the above. Other services affected: Potential to affect all services especially those involved with delivery of front-line services. Strategic Outcomes: Cost/benefit analysis and recommendations for delivery of customer facing services and further integration of back office systems. (Recommendations would be in considered in 2011/12). Ultimate outcome is improved value services for customers.	Mar 2011	Head of ICT
A i A iii A iv A v	I 1 I 2 I 3 I 4	CCN replacement discussions with County	Ensure SCDC requirements are understood and catered for in discussions about CCN replacement. Use ICT Champions to engage with service areas and ensure required outcomes are understood and achievable.	Additional Resources Required: Service Users, Application suppliers, LA peers. Outputs: More efficient working and reduced costs. Outcomes: Improved customer service Risks: 3 rd parties unable to meet council aspirations / expectations. Internal skills not sufficient to progress the development leading to increased reliance on 3 rd parties. Costs escalate as a direct result of any of the above. Other services affected: Potential to affect all services especially those involved with delivery of front-line services. Strategic Outcomes: Attainment of best value provision and options for improved efficiency and engagement with our public sector partners.	Mar 2011	Head of ICT

COUNCIL Aim/ Approach # See Key	Service Objective # See Key	Supporting Objective	SMART* Actions or Milestones	Supporting Information	Completion by Month	Officer
A i A iii A iv A v	I 1 I 2 I 3 I 4	Desktop operating system upgrade	Evaluate Windows 7, when SP1 is available. Use ICT Champions to engage with service areas and ensure required outcomes are understood and achievable.	<p>Additional Resources Required: Service Users, Application suppliers.</p> <p>Outputs: More efficient working and reduced costs.</p> <p>Outcomes: Improved customer service</p> <p>Risks: 3rd parties unable to meet council aspirations / expectations. Internal skills not sufficient to progress the development leading to increased reliance on 3rd parties. Costs escalate as a direct result of any of the above.</p> <p>Other services affected: Potential to affect all services especially those involved with delivery of front-line services.</p> <p>Strategic Outcomes: Cost/benefit analysis and recommendations for continuing provision of cost effective services. Improved management and support for the ICT environment and associated business applications.</p>	Mar 2011	ICT Support Services Manager

COUNCIL Aim/ Approach # See Key	Service Objective # See Key	Supporting Objective	SMART* Actions or Milestones	Supporting Information	Completion by Month	Officer
A i A iii A iv A v	I 1 I 2 I 3 I 4	Desktop software review	Consider migration to MS Office 2003 or 2007. Consider open source alternatives. Use ICT Champions to engage with service areas and ensure required outcomes are understood and achievable.	<p>Additional Resources Required: Service Users, Application suppliers.</p> <p>Outputs: More efficient working and reduced costs.</p> <p>Outcomes: Improved customer service</p> <p>Risks: 3rd parties unable to meet council aspirations / expectations. Internal skills not sufficient to progress the development leading to increased reliance on 3rd parties. Costs escalate as a direct result of any of the above.</p> <p>Other services affected: Potential to affect all services especially those involved with delivery of front-line services.</p> <p>Strategic Outcomes: Cost/benefit analysis and recommendations for continuing provision of cost effective services. Improved management and support for the ICT environment and associated business applications.</p>	Mar 2011	ICT Support Services Manager

COUNCIL Aim/ Approach # See Key	Service Objective # See Key	Supporting Objective	SMART* Actions or Milestones	Supporting Information	Completion by Month	Officer
A i A iii A iv A v	I 1 I 2 I 3 I 4	Server Virtualisation programme	Complete the migration programme for the current servers. Remove all non essential servers from data centre and reduce power consumption and carbon footprint.	<p>Additional Resources Required: Service Users, Application suppliers.</p> <p>Outputs: More efficient working and reduced costs.</p> <p>Outcomes: Improved customer service</p> <p>Risks: 3rd parties unable to meet council aspirations / expectations. Internal skills not sufficient to progress the development leading to increased reliance on 3rd parties. Costs escalate as a direct result of any of the above.</p> <p>Other services affected: Potential to affect all services especially those involved with delivery of front-line services.</p> <p>Strategic Outcomes: Cost/benefit analysis and recommendations for continuing provision of cost effective services. Improved management and support for the ICT environment and associated business applications. Benefits include reduced storage requirements; reduced carbon footprint and overheads</p>	Sep 2010	ICT Support Services Manager

COUNCIL Aim/ Approach # See Key	Service Objective # See Key	Supporting Objective	SMART* Actions or Milestones	Supporting Information	Completion by Month	Officer
A i A iii A iv A v	I 1 I 2 I 3 I 4	Desktop virtualisation programme	Define various group requirements, build environments and roll out to selected users as required. Use ICT Champions to engage with service areas and ensure required outcomes are understood and achievable.	<p>Additional Resources Required: Service Users, Application suppliers.</p> <p>Outputs: More efficient working and reduced costs.</p> <p>Outcomes: Improved customer service</p> <p>Risks: 3rd parties unable to meet council aspirations / expectations. Internal skills not sufficient to progress the development leading to increased reliance on 3rd parties. Costs escalate as a direct result of any of the above.</p> <p>Other services affected: Potential to affect all services especially those involved with delivery of front-line services.</p> <p>Strategic Outcomes: Cost/benefit analysis and recommendations for continuing provision of cost effective services. Improved management and support for the ICT environment and associated business applications. Benefits include reduced storage requirements; reduced carbon footprint and overheads</p>	Dec 2010	ICT Support Services Manager

COUNCIL Aim/ Approach # See Key	Service Objective # See Key	Supporting Objective	SMART* Actions or Milestones	Supporting Information	Completion by Month	Officer
A i A iii A iv A v	I 1 I 2 I 3 I 4	Information Management	Build on existing initiatives to ensure Council's information assets are identified and best use made in support of service initiatives and legislative requirements. Create and maintain the information asset register. Use ICT Champions to engage with service areas and ensure required outcomes are understood and achievable.	<p>Additional Resources Required: Service Users, Application suppliers, LA peers.</p> <p>Outputs: More efficient working and reduced costs.</p> <p>Outcomes: Improved customer service</p> <p>Risks: 3rd parties unable to meet council aspirations / expectations. Internal skills not sufficient to progress the development leading to increased reliance on 3rd parties. Costs escalate as a direct result of any of the above.</p> <p>Other services affected: Potential to affect all services especially those involved with delivery of front-line services.</p> <p>Strategic Outcomes: The safe keeping and management of information and associated data assets, support for the integration of services, re-use of information and the sharing of data between systems where legally possible.</p>	Mar 2011	ICT GIS and Information Manager

COUNCIL Aim/ Approach # See Key	Service Objective # See Key	Supporting Objective	SMART* Actions or Milestones	Supporting Information	Completion by Month	Officer
A i A iii A iv A v	I 1 I 2 I 3 I 4	Replacement system – Housing	Support the requirements for the introduction of a new Housing Management system.	<p>Additional Resources Required: Service Users, Application suppliers, LA peers.</p> <p>Outputs: More efficient working and reduced costs.</p> <p>Outcomes: Improved customer service</p> <p>Risks: 3rd parties unable to meet council aspirations / expectations. Internal skills not sufficient to progress the development leading to increased reliance on 3rd parties. Costs escalate as a direct result of any of the above.</p> <p>Other services affected: Potential to affect all services especially those involved with delivery of front-line services.</p> <p>Strategic Outcomes: Cost/benefit analysis and recommendations for continuing provision of cost effective services. Attainment of best value provision and options for improved efficiency and engagement with our public sector partners.</p>	Mar 2011	Head of ICT

COUNCIL Aim/ Approach # See Key	Service Objective # See Key	Supporting Objective	SMART* Actions or Milestones	Supporting Information	Completion by Month	Officer
A i A iii A iv A v	I 1 I 2 I 3 I 4	Service Reviews	Support the implementation phase of service reviews where there is a requirement for infrastructure configuration changes or new computer systems. Use ICT Champions to engage with service areas and ensure required outcomes are understood and achievable.	<p>Additional Resources Required: Service Users, 3rd party suppliers</p> <p>Outputs: More efficient working and reduced costs.</p> <p>Outcomes: Improved customer service</p> <p>Risks: Unrealistic timescales imposed that result in resources being taken off other high priority work to meet the requirements. 3rd parties unable to meet council aspirations / expectations. Internal skills not sufficient to progress the development leading to increased reliance on 3rd parties. Costs escalate as a direct result of any of the above.</p> <p>Requirements may create a requirement for additional equipment and services that are not in budgets.</p> <p>Other services affected: Potential to affect all services that are being reviewed, formally or informally.</p> <p>Strategic Outcomes: Developed with customer involvement. High quality services and customer focussed. Ability to achieve and support the objectives of the Council. Improved customer satisfaction with ICT services and more efficient working with appropriate management and staffing arrangements.</p>	Mar 2011	Head of ICT

SMART = Specific, measurable, achievable, relevant and timed.

Key for Improvement Plan

Relevant Council Aims

A - We are committed to being a listening Council providing first class services accessible to all.

Relevant Council Approaches

- Ai - Listening to and engaging with our local community
- A iii - Making South Cambridgeshire District Council more open and accessible
- A iv - Achieving improved customer satisfaction with our services
- A v - Ensuring that the Council demonstrates value for money in the way it works

Service Objectives

- I 1 - Support for and attainment of the Council's ICT Strategy 2009-2011
- I 2 - Enable the Council to make effective use of ICT systems and achieve its service objectives through the implementation, development and management of appropriate technologies.
- I 3 - Ensuring best value for money options for service delivery.
- I 4 - Achieving improved customer satisfaction with our services.

This page is left blank intentionally.

SOUTH CAMBRIDGESHIRE DISTRICT COUNCIL

REPORT TO:	Policy and Performance Portfolio Holder	11 March 2010
AUTHOR/S:	Executive Director (Corporate Services) / Corporate Manager, Community and Customer Services	

CUSTOMER SERVICES EXCELLENCE PROJECT DOCUMENT**Purpose**

1. To present the Customer Service Excellence Project Document (**APPENDIX 1**) for information.
2. To provide the Portfolio Holder with a position statement (**APPENDIX 2**) in relation to the project.
3. This is not a key decision.

Background

4. The Government desires efficient, effective, excellent, equitable and empowering public services, with the citizen always and everywhere at the heart of public service provision. With this in mind Customer Service Excellence has been developed to offer public services a practical tool for driving customer-focused change within their organisation.
5. In May / June 2009, a large section of customer facing services took part in a Council wide self-assessment against the 57 criteria of the Customer Service Excellence standard. Service areas were asked to rate how their services met the criteria. Four options were available: 100%, >50%, <50%, 0%. Results indicated the level of meeting the criteria differs from service to service, but each criterion was met in full within at least one service area.
6. For an organisation to gain accreditation it must have been assessed to have met no less than 46 of the criteria in full and no more than 11 criteria in part. Accreditation cannot be achieved if the Council is assessed to be non compliant against any of the criteria.
7. On 10 September 2009 Cabinet outlined a list of provisional actions for 2010/11, which included a commitment to achieving Customer Service Excellence accreditation by 31 March 2011. The Portfolio Holder endorsed the project on 24 September 2009 and the Council's commitment to the project was ratified by Cabinet on 8 October 2009.

Considerations

8. The project document details how the Council will achieve its commitment to Customer Service Excellence accreditation. It also outlines the background to the project, the objectives and desired outcomes, and project resources. The structure of the project differs from early drafts and has been developed through consultation with

the Assessor, Service First and the Executive Management Team. The document may be subject to further changes as the Council progresses through the project.

9. The Council is currently moving through stage one of the project: Organisational Preparation. This stage focuses on raising awareness of the project throughout the organisation and training managers in three key areas of focus; customer insight, customer journey mapping and segmentation.
10. The project is on schedule and within budget. Stage one of the project is due to be completed by the end of March 2010.

Implications

11. Financial	The project will be resourced from the combined 2009/10 and 2010/11 Service First Budget of £24,600. A detailed breakdown of costs can be found in APPENDIX 1 .
Legal	None.
Staffing	The project will require an estimated total of 946 workdays over a 16 month duration sourced from existing resources. A detailed breakdown of staff resources can be found in APPENDIX 1 .
Risk Management	Project risks have been identified in APPENDIX 1 and will be managed through the procedures detailed.
Equal Opportunities	The Customer Service Excellence Standard reflects a number of key priorities and actions detailed in the Equality Framework For Local Government.

Consultations

12. The Service First Steering Group has been central to the development of the Customer Service Excellence Project Document. The Service First Steering Group has been restructured and will now operate as the Customer Service Excellence Project Assurance Group. This group first met on 18 December 2009 and are provided with a highlight report on a monthly basis. The February 2010 Highlight Report is attached as **APPENDIX 2**.
13. The Executive Management Team reviewed the project document on 25 November 2011.

Effect on Strategic Aims

14.	Commitment to being a listening council, providing first class services accessible to all.
	The Customer Service Excellence Standard supports the Council's commitment to provide first class services accessible to all. Through consultation and engagement, the standard puts the customer at the heart of service design and planning, allowing the Council to establish customer journeys, characteristics, expectations and priorities.
	Commitment to ensuring that South Cambridgeshire continues to be a safe and healthy place for all.
	N/A
	Commitment to making South Cambridgeshire a place in which residents can feel proud to live.

Improving service design and delivery will result in increased customer satisfaction and further improve the Councils reputation.
Commitment to assisting provision for local jobs for all.
N/A
Commitment to providing a voice for rural life.
Increasing community engagement and consultation will provide residents further opportunity to communicate with the authority and in turn will assist the Council provide a voice for rural life.

Recommendations

- 15. That the content of the Customer Service Excellence Project Document (**APPENDIX 1**) be noted, in particular the project structure, work plan and timeline.
- 16. That the content of the Highlight Report (**APPENDIX 2**) be noted.

Background Papers: the following background papers were used in the preparation of this report:

None

Contact Officer: Paul Knight – Senior Policy and Performance Officer
Telephone: (01954) 713309

This page is left blank intentionally.



Customer Service Excellence

The Government Standard

Project Document V1.2



The Government Standard

Contents

Section	Page No.
1. Introduction	3
2. Background	4-5
2.1 Vision, Values & Aims	
2.2 Place Survey	
2.3 Annual Audit & Inspection Letter	
2.4 Equality Framework For Local Government	
2.5 Financial Resources	
2.6 Service First Steering Group	
3. Business Case	6-7
3.1 Customer Benefits	
3.2 Organisational Benefits	
3.3 Project Options	
4. Project Objective	8
5. Desired Outcomes	8
6. Project Scope	8
7. Assumptions & Constraints	9
7.1 Assumptions	
7.2 Constraints	
8. Project Working Documents	10 - 17
8.1 Management Structure	
8.2 Roles & Responsibilities	
8.3 Timeline	
8.4 Work Plan	
8.5 Milestones	
8.6 Risk Management	
8.7 Issue Log	
9. Project Controls & Reporting	18-19
9.1 Highlight Reporting	
9.2 Stage Review	
9.3 Change Control	
9.4 Project Issues	
10. Project Resources	20
10.1 Staffing	
10.2 Financial	
11. Assessment Services	21
12. Project Contact List	22
13. Appendix	25-43

1. Introduction

The Government wants public services that are efficient, effective, excellent, equitable and empowering – with the citizen always and everywhere at the heart of public service provision. With this in mind Customer Service Excellence has been developed to offer public services a practical tool for driving customer-focused change within their organisation.

The foundation of this tool is the Customer Service Excellence standard which replaces the previous Charter Mark Standard and tests in great depth those areas that research has indicated are a priority for customers, with particular focus on delivery, timeliness, information, professionalism and staff attitude. There is also emphasis placed on developing customer insight, understanding the user's experience and robust measurement of service satisfaction.

Customer Service Excellence is designed to operate on three distinct levels:

1. As a driver of continuous improvement. By allowing organisations to self assess their capability in relation to customer focussed service delivery, identifying areas and methods for improvement.
2. As a skills development tool. By allowing individuals and teams within the organisation to explore and acquire new skills in the area of customer focus and customer engagement, thus building their capacity for delivering improved services.
3. As an independent validation of achievement. By allowing organisations to seek formal accreditation, demonstrate their competence, identify key areas for improvement and celebrate their success.

Customer Service Excellence provides public services with a practical tool for developing a customer focused culture. It is recognised that in the new delivery landscape such providers can come from the public, private and third sectors. No restrictions on eligibility have been imposed, those organisations in the UK that want to achieve Customer Service Excellence through formal assessment, whether they are in the public, private or third sectors, are able to do so.

A total of 57 criteria divided into five categories make up the Customer Service Excellence standard. A comprehensive list can be found in **APPENDIX 1**. The five categories are:

1. Customer Insight
2. The Culture of the Organisation
3. Information & Access
4. Delivery
5. Timeliness & Quality of Service

For an organisation to gain Customer Service Excellence accreditation it must have been assessed to have met no less than 46 of the criteria in full and no more than 11 criteria in part. Accreditation cannot be achieved if any criterion are assessed to be non compliant. The Council will be assessed against the criteria across all corporate

areas and services. The assessment will measure the Council's performance in respect of external and internal customers.

2. Background

The Council has committed to achieving Council wide Customer Service Excellence accreditation by 31st March 2011. A number of factors influenced the Council to make this decision. These factors have been detailed below.

2.1 Vision, Values, Aims

In 2009 the Council announced its vision for the future:

We will make South Cambridgeshire a safe and healthy place where residents are proud to live and where there will be opportunities for employment, enterprise and world-leading innovation. We will be a listening Council, providing a voice for rural life and first class services accessible to all.

In support the Council has committed to four organisational values each identified as a key factor in the successful realisation of the vision. These values are:

1. Trust
2. Mutual respect
3. Customer service
4. Commitment to improve services

Underpinning the vision and values are five Council aims. These aims are:

1. being a listening council, providing first class services accessible to all
2. ensuring that South Cambridgeshire continues to be a safe and healthy place for you and your family
3. making South Cambridgeshire a place in which residents can feel proud to live
4. assisting provision for local jobs for you and your family
5. providing a voice for rural life

Each Council aim is supported by a number of approaches and actions.

2.2 Place Survey 2008

In 2008 CELLO MRUK Research conducted the Place Survey on behalf of South Cambridgeshire District Council. The Place Survey is a statutory exercise that Central Government has specified must be undertaken every two years. The survey has been designed to capture local people's views, experiences and perceptions, so that any proposed solutions and interventions for an area reflect local views and preferences.

Results of the survey were positive in the main with the Council scoring exceptionally high for most national indicators. The vast majority of residents (90%) were satisfied with their local area as a place to live (NI5) with a third (35%) stating that they were very satisfied.

Conversely fewer than one in two residents (44%) were satisfied with the way South Cambridgeshire District Council runs things. This is lower than the average

satisfaction for all district councils in Cambridgeshire at 48% and the National average (all authorities) of 46%. In 2006/07 BVPI 57% of residents were satisfied with the way the Council runs things, signifying a major 13% decrease in satisfaction.

2.3 Annual Audit & Inspection Letter

In 2009 the Council received its Annual Audit and Inspection Letter. The report provides an overall summary of the Audit Commission's assessment of the Council. It draws upon the previous Comprehensive Performance Assessment, the findings and conclusion from the audit of the Council for 2007/08 and from any inspections undertaken since the last Annual Audit and Inspection Letter.

The report is complimentary of the improved Contact Centre performance and complaints handling training but also comments:

"Progress on customer services projects and service accessibility has been slower than planned."

"The quality of customer services remains variable"

2.4 Equality Framework For Local Government

In 2009 the Council achieved level 2 of the Equality Standard for Local Government. The standard has subsequently been replaced by the Equality Framework For Local Government which has three tiers of accreditation: Developing, Achieving & Excellence. The Council is committed to securing Achieving accreditation in 2010.

The Equality Framework For Local Government reflects a number of key priorities and actions detailed in the Customer Service Excellence standard.

2.5 Financial Resources

The Council is under continued pressure to reduce spending and find efficiency savings year on year. At the same time the Council maintains its commitment to provide first class services that are accessible to all. Working under these constraints it is more important than ever to look at new and innovative ways to improve service whilst reducing resources.

An organisation that places the customer at the heart of service design and delivery understands customer characteristics and priorities and is better positioned to allocate resources effectively and efficiently.

2.6 Service First Steering Group

The corporate Service First Steering Group comprises representatives of the Council's five service areas; Affordable Housing, Community & Customer Services, Health & Environmental Services, New Communities, Planning & Sustainable Communities.

Amongst other objectives the group is committed to developing, supporting and reinforcing a culture of customer service excellence throughout the organisation. It has also committed to support and improve customer insight and engagement to inform corporate objectives and service plans. The group has analysed a number of options to support these and other commitments and has recommended the

Customer Service Excellence standard be used to drive customer focused cultural change throughout the Council.

3. Business Case

A signed business case document and project initiation document can be found in **APPENDIX 2** and **APPENDIX 3**.

The Council has indentified customer service and a commitment to improving services as key values to support the Council's vision. The Service First Steering Group has recognised the need for a driver to assist the Council in achieving its commitments and has further identified the Customer Service Excellence standard as that driver.

In June 2009 a large section of Council services undertook a self-assessment against the Customer Service Excellence standard. A comprehensive set of results can be found in **APPENDIX 4**. The results indicated the level of customer service varied in each corporate area and in some cases service to service. The Service First Steering Group undertook analysis of the results and concluded that a Council committed to Customer Service should provide a consistent service across all areas of the Council.

Whilst meeting some of the 57 criteria will involve new ways of working for the Council, a proportion will directly contribute to other Council priorities, projects and drivers detailed in section two.

3.1 Customer Benefits

The customer will benefit from a truly customer focused organisation that places the public at the heart of service design and delivery by:

- Developing an in-depth understanding of the characteristics of our current and potential customer groups and using this information to better serve the customer and their preferences.
 - Making consultation with customers integral to continually improving our service and advising customers of the results and action taken.
 - Analysing customer journey mapping to improve understanding of how customers interact with the Council and making improvements to reduce barriers and increase access.
 - Making information about the full range of services we provide available to our customers and potential customers, including how and when people can contact us, how our services are run and who is in charge.
 - Evaluating how customers interact with the organisation through various access channels will ensure the Council is providing accessible services to all
 - Giving staff training and guidance to handle complaints and to investigate them objectively will improve the customer experience and complainant satisfaction.
-

- Promptly sharing customer information with colleagues and partners within our organisation whenever appropriate reducing unnecessary contact for customers.

3.2 Organisational Benefits

The organisation will gain a range of benefits by working towards the Customer Service excellence standard. These will include:

- Improved customer insight by gaining a greater understanding of our customers, their characteristics and priorities. This will enable the Council to increase efficiency and effectiveness by allocating resources to customers' needs.
- Increased customer consultation will assist the Council in its aim to be a listening Council. It will provide further opportunity for customers to share their opinions and in turn could increase performance against National Indicator Four – Percentage of people who can influence decisions in their locality. Increased consultation will also provide valuable feedback that can be used to shape future service delivery.
- The implementation of customer journey mapping will help the Council to ensure customer contact methods are efficient. Removing unnecessary barriers and steps could result in efficiency savings.
- Improved availability and range of information will be of benefit to the customer but could also reduce significant amounts of officer time.
- Improved communication and joined up working practices between corporate and service areas will improve customer service and bring the organisation together as one.
- Providing a consistent service throughout the Council could increase customer satisfaction and further improve Council reputation.
- Placing the customer at the beginning of service design will increase the ability of the Council to get it right first time.

3.3 Project Options

The Council considered three options of working towards the Customer Service Excellence standard. These options were considered on the amount of value that each would bring to the customer and Council.

1. Seek Council wide formal accreditation
2. Seek formal accreditation by specific service area
3. Use Customer Service Excellence without seeking formal accreditation

The Council concluded that option one, to seek Council wide formal accreditation, would bring the most benefit to the customer and organisation. Formal accreditation would emphasise the importance and priority of the project and would give the Council the benefit of external assessment. Council wide accreditation was deemed

essential to ensure a consistent service and fully embedded customer focused culture.

A challenging deadline for achievement of the Customer Service Excellence standard has been set, 31 March 2011.

4. Project Objective

The Council will measure the success of the project on the following objective:

1. Achieving Council Wide Customer Service Excellence accreditation by 31 March 2011.

The project objective will be measured through external assessment and verification.

5. Project Outcomes

Working towards Customer Service Excellence will bring the following outcomes:

- An in-depth knowledge of our customer groups, understanding their characteristics, needs and preferences.
- Customer consultation central to service design and delivery.
- Customer insight used to inform policy and strategy.
- Customer focus prioritised at all levels of the organisation.
- Improved range, content and quality of verbal, published and web-based information.
- The ability to demonstrate that the Council delivers it promises to customers and that outcomes are positive for the community.
- The Council consults and involves customers, citizens, partners and staff on the setting, reviewing and raising of our local standards.
- Improved customer satisfaction levels.
- Increased joined up working resulting in further efficiency savings.
- Improved staff morale.
- Further improved Council reputation.
- The ability to demonstrate the Council's commitment to its vision, values and aims.

6. Project Scope

The scope of the project is clear and concise:

All service areas of the Council will work towards achieving the Customer Service Excellence standard by 31 March 2011 by meeting and evidencing the 57 criteria contained in the standard.

The scope of the project includes work that contributes towards meeting and evidencing the 57 Customer Service Excellence criteria.

7. Assumptions & Constraints

7.1 Assumptions

The Customer Service Excellence project has been structured and planned based on the following assumptions:

- The Council, its officers and Members are committed to the Council's vision, values, aims, approaches and actions.
- The Service First Steering Group budget for 2009/10 & 2010/11 remains at £12,300 PA and is available specifically for this project.
- Members, Senior Management Team and Executive Management Team are committed to achieving Customer Service Excellence by 31 March 2011.
- Provision is made for 18.5 hours of the Customer Service Coordinator role to project manage the project.
- Provision is made for a Project Support Officer for 18.5hrs a week and this cost to be allocated outside of the Service First budget.
- The Service First Steering Group becomes the Customer Service Excellence Project Group, with the sole focus on the achievement of the project.
- Members of the Customer Service Excellence Project Group are committed to acting as project leads within their corporate / service areas.
- The Customer Service Excellence project is given a Council-wide top priority for 2010/11.
- Council services will have enough finances to continue with and implement new activities essential to meeting and evidencing the Customer Service Criteria.

7.2 Constraints

Year on year the Council faces further constraints on its resources. A list of project related constraints have been detailed below:

- The combined Service First Steering Group Budget for 2009/10 & 2010/11 is £24,600. No further financial resources have been allocated to the project.
 - A Project Manager has been allocated for 18.5 hours per week throughout the project.
 - A Project Support Officer has been allocated for 18.5 hours per week throughout the project.
-

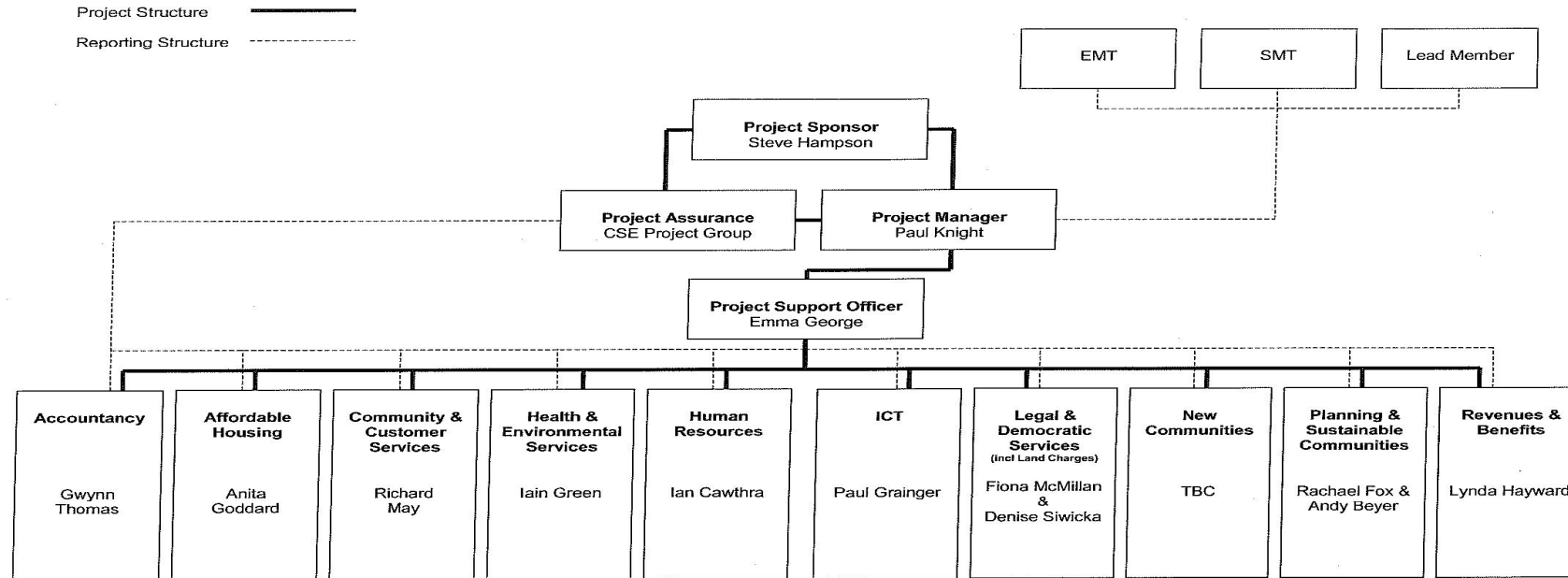
- Organisational capacity. Financial and staff resources are under severe pressure. The organisation will need to manage its many priorities effectively.
- The Council has committed to achieving the Customer Service Excellence Award no later than 31 March 2011.

8. Project Working Documents V1.2

(The following documents are working documents and subject to change through the agreed decision making processes)

8.1 Management Structure V.1.2 – 26.02.10

V1.2



8.2 Roles & Responsibilities V.1.2 – 26.02.10

Role	Responsibility
Project Sponsor	To assume ownership of the project and to ensure the project is on course to deliver the agreed business benefits. Responsibilities will include; Championing the project, commitment of project resources, provision of overall guidance and direction to the project, ensuring it remains within any specified constraints, review of each completed stage and approval of progress to the next, approval of major changes.
Project Assurance Group	To monitor project progress including; the monitoring of the business case, business risks and expenditure; monitoring the use of standards and the quality of products; ensuring the end product will meet the original specification.
Project Manager	Responsible to the Project Sponsor for managing the project on a day to day basis. Responsibilities will include; planning & monitoring of the project, risk management, change management, providing highlight reports to the Customer Service Excellence Project Group, EMT and Portfolio Holder, identify and obtain any support and advice required for the management, planning and control of the project.
Project Support Officer	Responsible to the Project Manager with responsibility for providing project and admin related support to the Project Manager and Work Stream Leaders. Further responsibilities will include; the organisation of work stream documentation, arrangement of project meetings, monitoring progress of the work streams, working with the Project Manager to organise the pre and final assessment.
Work Stream Leader	Work Stream Leaders are responsible to the Project Sponsor. Responsibilities will include; the formation of a work stream project group, providing monthly highlight reports to the Customer Service Excellence Project group, securing Corporate Area commitment, meeting and evidencing the 57 Customer Service Excellence Criteria.
Policy & Performance Representative	The Policy and Performance Representatives will attend Work Stream meetings to provide a corporate input and in-depth knowledge of the Customer Service Excellence Standard.
Work Stream Members	Work Stream Members are responsible to the Work Stream Leaders. Responsibilities include; supporting the Work Stream Leader in the meeting and evidencing of the Customer Service Excellence Criteria, championing the project within their service areas, accepting delegated tasks and involving service areas to complete tasks and actions.

8.3 Timeline V.1.2 – 26.02.10

PROJECT NAME: Customer Service Excellence Standard V1.2

ID	Task Name	2009		2010				Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr
		Nov	Dec	Jan	Feb	Mar														
S1	ORGANISATIONAL PREPARATION																			
1.1	Getting Started Workshop																			
1.2	Self Assessment																			
1.3	Customer Journey Mapping Segmentation Workshops																			
1.4	Customer Service Excellence Awareness Seminars																			
1.5	Getting Ready Workshop																			
1.6	Corporate Evidence																			
S2	MEETING, EVIDENCING & REVIEWING CRITERIA																			
2.1	Community & Customer Services																			
2.2	Affordable Housing																			
2.3	Planning & Sustainable Communities																			
2.4	Revenues & Benefits																			
2.5	New Communities																			
2.6	Health & Environmental Services																			
2.7	ICT																			
2.8	Human Resources																			
2.9	Accountancy																			
2.10	Legal & Democratic Services																			
2.11	Documentary Review																			
S3	PRE ASSESSMENT, GAP ANALYSIS & CORRECTION																			
3.1	Pre Assessment																			
3.2	Gap Analysis & Correction																			
S4	ASSESSMENT & VERIFICATION & CORRECTION																			
4.1	On Site Assessment																			
4.2	Final Feedback Meeting																			
4.3	Professional Report																			
4.4	Decision																			
4.5	Accreditation																			
S5	PROJECT REVIEW & ONGOING CERTIFICATION																			
5.1	Project Review & Ongoing Certification Options Meeting																			

8.4 Work Plan V.1.2 – 26-02-10

Stage	Activity	Responsibility	Target Completion Date	Progress	Comments
S1	ORGANISATIONAL PREPARATION				
1.1	Getting Started Workshop EMT / Service Managers	PK / EG	Jan 10		
1.2	Self Assessment All Services	EMT/ Service Managers	Mar 10		
1.3	Customer Journey Mapping / Segmentation Workshop EMT / Service Managers (3 workshops x 12 places)	PK / EG	Feb 10		
1.4	Customer Service Excellence Awareness Seminar All Staff (9 seminars x 60 places)	PK / EG	Feb 10		
1.5	Getting Ready Workshop EMT / Service Managers	PK / EG	Mar 10		
1.6	Work Stream – Corporate Services	PK	Mar 10		
S2	MEETING, EVIDENCING & REVIEWING CRITERIA				
2.1	Work Stream – Community & Customer Services	RM	24 Sep 10		
2.2	Work Stream – Affordable Housing	AG	24 Sep 10		
2.3	Work Stream – Planning & Sustainable Communities	AB / RF	24 Sep 10		
2.4	Work Stream – Revenues & Benefits	LH	24 Sep 10		

2.5	Work Stream – New Communities		24 Sep 10		
2.6	Work Stream – Health & Environmental Services	IG	24 Sep 10		
2.7	Work Stream – ICT	PG	24 Sep 10		
2.8	Work Stream – HR	IC	24 Sep 10		
2.9	Work Stream – Accountancy	GT	24 Sep 10		
2.10	Work Stream - Legal & Democratic Services	FM / DS	24 Sep 10		
2.11	Documentary Review All Work Streams	PK	01 Oct 10		
S3	PRE-ASSESSMENT, GAP ANALYSIS & CORRECTION				
3.1	Pre Assessment All Work Streams	PK	15 Oct 10		
3.2	Gap Analysis & Correction All Work Streams	PK/PH/SH/GJ/ PB/JM/DR	18 Dec 10		
S4	ASSESSMENT & VERIFICATON				
4.1	On Site Assessment All Work Streams	PK	21 Jan 11		
4.2	Final Feedback Meeting	PK	28 Jan 11		
4.3	Professional Report	CS	28 Jan 11		
4.4	Decision	CS	04 Feb 11		

4.5	Accreditation All Work Streams	CS	18 Feb 11		
S5	PROJECT REVIEW & ONGOING CERTIFICATION				
5.1	Project Review & Ongoing Certification Options Meeting	PK	25 Feb 11		

8.5 Milestones V.1.2 – 26-02-10

Milestones	Scheduled Finish	Baseline Finish	Actual Finish	Finish Variance	Notes
Stage 1 - Organisational Preparation Complete	31 Mar 10	28 Feb 10			
Stage 2 - Meeting, Evidencing & Reviewing Criteria Complete	01 Oct 10	01 Oct 10			
Stage 3 - Pre Assessment, Gap Analysis & Correction Complete	31 Dec 10	31 Dec 10			
Stage 4 - Assessment & Verification Complete	18 Feb 10	18 Feb 10			
Stage 5 - Project Review & Ongoing Certification Complete	25 Feb 10	25 Feb 10			

8.6 Risk Management V.1.2 26.02.10

Risk No	Risk Description	Probability H/M/L	Impact H/M/L	Owner	Countermeasures	Action Date	Status (Open/Closed)
01	Organisational Capacity	M	H	PK	Ensure project work is conducted efficiently and effectively and in partnership.	Ongoing	Open
02	Other Council Priorities	H	H	PK	The Council prioritise the Customer Service Excellence standard, & free capacity from other projects.	Ongoing	Open
03	Service First Budget Inadequate	L	H	PK	Ensure the budget is managed closely. Budgeting will be reported through the agreed mechanisms.	Ongoing	Open
04	Limited Member or officer buy in.	M	H	PK	Awareness Seminars for all staff & Members. Training sessions for Executive and Service Managers.	Mar 10	Open
05	Poor performance in the pre assessment check leading to demoralisation.	L	M	PK	Present feedback in a constructive manner. Plan positive actions.	Oct 10	Open
06	Assessment failure leading to demoralisation.	L	M	PK	Present feedback in a constructive manner. Plan positive actions.	Feb 11	Open
07	Organisational restructure including deletion of posts.	H	M	PK	Ensure all communication is carefully considered.	Mar 10	Open
08	Limited project management and support resources	H	H	PK	SMT resource allocation.	Ongoing	

8.7 Issue Log V.1.2 26.02.10

Issue No	Type	Description	Date Identified	Author	Resolution	Last Updated	Status (Open/Closed)
01	I	EMQC have not provided confirmation of Assessor Costs.	Jan 10	PK	EMQC have been asked to provide costs no later than Monday 01 Feb 2010. (RESOLVED)	26 Feb 10	Closed
02	I	Contacting the Assessor has proved difficult with prolonged periods of no contact at all.	Jan 10	PK	All written communications will be followed up with a verbal communication. (RESOLVED)	26 Feb 10	Closed
03	R	To combine tasks 1.2 and 2.1 as detailed in the Work Plan V1.1. To extend the duration of stage 1 of the project to March 31 2010.	Feb 10	PK	Approve change request or add additional project resource.	26 Feb	Closed
04							
05							
06							
07							
08							

Type: I = Issue or Question, R= Request for Change

9. Project Controls & Reporting

9.1 Highlight Reporting

The Customer Service Excellence Project Group will meet on the following dates:

18 Dec 09	03 Sep 10
29 Jan 10	24 Sep 10
26 Feb 10	29 Oct 10
26 Mar 10	26 Nov 10
30 Apr 10	17 Dec 10
28 May 10	28 Jan 11
25 Jun 10	25 Feb 11
30 Jul 10	25 Mar 11

The Project Manager will use the Highlight Report Template found in **APPENDIX 5** to report progress to the Customer Service Excellence Project Group at each meeting. Work Stream Leaders will also report the progress of their respective areas of work, using the Work Stream Highlight Report Template found in **APPENDIX 6**

A quarterly highlight report will be provided to the Executive Management Team and the Lead Member for Customer Service on the following dates:

Executive Management Team	Lead Member
Apr 10	Apr 10
Jul 10	Jul 10
Oct 10	Oct 10
Jan 11	Jan 11
Apr 11	Apr 11

N.B Exact dates have yet to be scheduled.

9.2 Stage Reviews

Five stages in the project have been identified:

- Stage 1. Organisation Preparation
- Stage 2. Meeting, Evidencing & Reviewing Criteria
- Stage 3. Pre Assessment, Gap Analysis & Correction
- Stage 4. Assessment & Verification
- Stage 5. Project Review & Ongoing Certification

The Stage Review is a mandatory control point at the end of each stage identified above. The Project Sponsors assessment approves the work to date and authorises the project to move to the next stage. Five stage reviews have been scheduled at the following Customer Service Excellence Project Group meetings:

Stage 1 Review	29 Jan 10
Stage 2 Review	24 Sep 10
Stage 3 Review	18 Dec 10
Stage 4 Review	25 Feb 10
Stage 5 Review	25 Mar 10

9.3 Change Control

It is inevitable that during the course of the project changes will need to be made. Changes will be classed as either major or minor and each has their own process.

Major Changes

Where major problems affect the ability to deliver products or affect the amount of resources required, or the requirements need to change, the Request for Change Template in **APPENDIX 7** should be used.

The project member suggesting the change should complete the first section of the form. It includes sections for "Description of Change" and also an "Expected Benefits" statement, which should provide justification for this change.

The second section "Impact Analysis", should be completed by the Project Manager, after consultation with the relevant stakeholders. Major changes requests should be made at the nearest Customer Service Excellence Project Group meeting, and must be approved by the Project Sponsor.

Minor Changes

Minor Changes are those that are easy to accommodate and do not result in a need to increase resources or extend the timescale of the project. In the case of minor changes, the Project Manager should be consulted, who will assess the impact before approving the change. Minor changes should form part of the highlight report to the Customer Service Excellence Project Group.

9.4 Project Issues

As part of control there must be a procedure that caters for possible deviations from specification. These deviations occur for many reasons:

- The User's requirement changes
- Government legislation changes and the product's specification must be revised to accommodate these changes
- During the development extra features suggest themselves for inclusion
- There are organisational or business changes which alter the scope and objectives of the project
- A question arises on whether the Supplier can meet a particular part of the specification or acceptance criteria

Apart from deviation possibilities, the project requires an avenue for questions and/or concerns. The Issue Log found on page 18 will be used to record all questions, problems, concerns and suggestions. The Issue Log will ensure all issues are considered and responded to. Any subsequent action or changes to the project must be approved through agreed change controls detailed above.

An updated Issue Log will be reported to the Customer Service Excellence Project Group at each meeting.

10. Project Resources

10.1 Staffing

The project will require the following staff resources:

Qty	Role	Work Days
1	Project Sponsor	16
1	Project Manager	130
1	Project Support Officer	130
7	Work Stream Leaders	25
28	Work Stream Members	15
5	Policy & Performance Representatives	15

The project will require an estimated total of 946 workdays over a 16 month duration.

10.2 Financial

The project will require the following financial resources:

Qty	Product	Unit Cost	Total Cost	Budget
1	Getting Started Workshop	£600.00	£600.00	SF
9	CSE Awareness Sessions	£200.00	£1800.00	SF
1	Getting Ready Workshop	£600.00	£600.00	SF
2	Documentary Review	£600.00	£1200.00	SF
1	Pre-Assessment	£3300.00	£3300.00	SF
1	Initial Assessment Meeting	£300.00	£300.00	SF
1	Formal Assessment	£2700.00	£2700.00	SF
1	Final Feedback Meeting	£300.00	£300.00	SF
1	Professional Report	£600.00	£600.00	SF
1	Meeting Criteria	£11200	£11200	SF
All prices exclude VAT			£22,600	

The project has been allocated a budget of £22,600 sourced from the combination of the 2009/10 and 2010/11 Service First budget.

11. Assessment Services

The Cabinet Office has approved four assessment centres for Customer Service Excellence:

- Centre for Assessment Ltd
- Customer Service Excellence Assessment Services
- SGS UK Ltd
- EMQC Ltd

On Friday 23 October 2009 the Council interviewed each assessment centre who were asked to present the following:

1. A method of assessment that supports the Council's commitment of Council wide accreditation of the Customer Service Excellence Award by 31 March 2011.
2. An assessment schedule that supports the Council's commitment of Council wide accreditation of the Customer Service Excellence Award by 31 March 2011.
3. What support can the Council expect whilst working towards the Customer Service Excellence Award.
4. Case studies of other Local Authorities you have worked with in relation to the Customer Service Excellence Award.
5. A detailed quote for the assessment of South Cambridgeshire District Council against the Customer Service Excellence Award.

After due consideration the Council appointed EMQC Ltd to conduct the assessment.

EMQC Ltd is one of the UK's leading organisational improvement assessment and business consultancy companies. Working in partnership with the Government they help deliver stringently monitored accreditation services for high quality, performance-enhancing national standards including Investors in People and Customer Service Excellence.

The Council's appointed assessor is Christine Smart.

EMQC have worked and are working with a number of comparable organisations including:

- Oxfordshire County Council
 - Fenland District Council
 - Rotherham Metropolitan Borough Council
 - Darlington Borough Council
 - Downs District Council
 - Newry & Mourne District Council
-

12. Project Contact List

Name	Role	Telephone	Email
Steve Hampson	Project Sponsor	01954 713021	Steve.Hampson@scambs.gov.uk
Paul Knight	Project Manager + P&P Rep (AH)	01954 713309	Paul.Knight@scambs.gov.uk
Emma George	Project Support	01954 713151	Emma.George@scambs.gov.uk
Paul Howes	CSE PAG Vice Chair	01954 713351	Paul.Howes@scambs.gov.uk
Richard May	Work Stream Leader (CCS)	01954 713366	Richard.May@scambs.gov.uk
Anita Goddard	Work Stream Leader (AH)	01954 713040	Anita.Goddard@scambs.gov.uk
Lynda Hayward	Work Stream Leader (R&B)	01954 713084	Lynda.Hayward@scambs.gov.uk
Andy Beyer	Work Stream Leader (PSC)	01954 713204	Andy.Beyer@scambs.gov.uk
Rachael Fox	Work Stream Leader (PSC)	01954 713173	Rachael.Fox@scambs.gov.uk
TBC	Work Stream Leader (NC)	TBC	TBC
Ian Cawthra	Work Stream Leader (HR)	01954 713452	Ian.Cawthra@scambs.gov.uk
Paul Grainger	Work Stream Leader (ICT)	01954 713294	Paul.Grainger@scambs.gov.uk
Gwynn Thomas	Work Stream Leader (ACC)	01954 713074	Gwynn.Thomas@scambs.gov.uk
Fiona McMillan	Work Stream Leader (LEG & DEM)	01954 713027	Fiona.McMillan@scambs.gov.uk
Denise Siwicka	Work Stream Leader (LC)	01954 713222	Denise.Siwicka@scambs.gov.uk
Georgina Hayward	Communications	01954 713289	Georgina.Hayward@scambs.gov.uk
Iain Green	Work Stream Leader (EH)	01954 713209	Iain.green@scambs.gov.uk

Customer Service Excellence Project Document V.1.1

Jackie Sayers	Work Stream P&P Rep (PSC)	01954 713451	Jackie.Sayers@scambs.gov.uk
Ian Salter	Work Stream P&P Rep (EH)	01954 713018	Ian.Salter@scambs.gov.uk
Customer Services Coordinator	Work Stream P&P Rep (CCS)	TBC	TBC
Paul Williams	Work Stream P&P Rep (FSS)	01954 713465	Paul.Williams@scambs.gov.uk
Paul Knight	Work Stream P&P Rep (NC & Corp)	01954 713309	Paul.Knight@scambs.gov.uk
Christine Smart	EMQC Assessor	01449 711963	Highbankassoc@aol.com

13. Appendix

- 1 – Customer Service Excellence Criteria
- 2 – Business Case Document
- 3 – Project Initiation Document
- 4 – Self Assessment Results
- 5 – Highlight Report Template
- 6 – Work Stream Highlight Report Template
- 7 – Request for Change Template

APPENDIX 1

1	CUSTOMER INSIGHT
1.1	CUSTOMER IDENTIFICATION
	Element
1.1.1	We have an in-depth understanding of the characteristics of our current and potential customer groups based on recent and reliable information.
1.1.2	We have developed Customer Insight about our customer groups to better understand their needs and preferences.
1.1.3	We make particular efforts to identify hard to reach and Disadvantaged Groups and individuals and have developed our services in response to their specific needs.
1.2	ENGAGEMENT & CONSULTATION
1.2.1	We have a strategy for engaging and involving customers using a range of methods appropriate to the needs of identified customer groups.
1.2.2	We have made the consultation of Customers integral to continually improving our service and we advise customers of the results and action taken.
1.2.3	We regularly review our strategies and opportunities for consulting and engaging with Customers to ensure that the methods used are effective and provide reliable and representative results.
1.3	CUSTOMER SATISFACTION
1.3.1	We use reliable and accurate methods to measure Customer satisfaction on a regular basis.
1.3.2	We analyse and publicise satisfaction levels for the full range of Customers for all main areas of our service and we have improved services as a result.
1.3.3	We include in our measurement of satisfaction specific questions relating to key areas including those on delivery, timeliness, information, access, and the quality of Customer service, as well as specific questions which are informed by customer Insight.
1.3.4	We set challenging and stretching targets for customer satisfaction and our levels are improving.
1.3.5	We have made positive changes to services as a result of analysing Customer experience, including improved customer satisfaction.
2	CULTURE OF THE ORGANISATION
2.1	LEADERSHIP, POLICY & CULTURE
2.1.1	There is corporate commitment to putting the Customer at the heart of service delivery and leaders in our organisation actively support this and advocate for customers.
2.1.2	We use Customer Insight to inform policy and strategy and to prioritise service improvement activity.
2.1.3	We have policies and procedures which support the right of all Customers to expect excellent levels of service.

2.1.4	We ensure that all Customers and customer groups are treated fairly and this is confirmed by Feedback and the measurement of customer experience.
2.1.5	We protect Customers' privacy both in face-to-face discussions and in the transfer and storage of customer information.
2.1.6	We empower and encourage all employees to actively promote and participate in the customer focused culture of our organisation.
2.2	STAFF PROFESSIONALISM & ATTITUDE
2.2.1	We can demonstrate our commitment to developing and delivering Customer focused services through our recruitment, training and development policies for staff.
2.2.2	Our staff are polite and friendly to Customers and have an understanding of customer needs.
2.2.3	We prioritise Customer focus at all levels of our organisation and evaluate individual and team commitment through the performance management system.
2.2.4	We can demonstrate how customer-facing staffs' insight and experience is incorporated into internal processes, policy development and service planning.
2.2.5	We value the contribution our staff make to delivering Customer focused services, and leaders, managers and staff demonstrate these behaviours.
3	INFORMATION & ACCESS
3.1	RANGE OF INFORMATION
3.1.1	We make information about the full range of services we provide available to our Customers and potential customers, including how and when people can contact us, how our services are run and who is in charge.
3.1.2	Where there is a charge for services, we tell our Customers how much they will have to pay.
3.2	QUALITY OF INFORMATION
3.2.1	We provide our Customers with the information they need in ways which meet their needs and preferences, using a variety of appropriate channels.
3.2.2	We take reasonable steps to make sure our Customers have received and understood the information we provide.
3.2.3	We have improved the range, content and quality of verbal, published and web based information we provide to ensure it is relevant and meets the needs of Customers.
3.2.4	We can demonstrate that information we provide to our Customers is accurate and complete, and that when this is not the case we advise customers when they will receive the information they requested.
3.3	ACCESS
3.3.1	We make our services easily accessible to all customers through provision of a range of alternative channels.
3.3.2	We evaluate how customers interact with the organisation through access channels and we use this information to identify possible service improvements and offer better choices.

3.3.3	We ensure that where Customers can visit our premises in person facilities are as clean and comfortable as possible.
3.4	COOPERATIVE WORKING WITH OTHER PROVIDERS, PARTNERS & COMMUNITIES
3.4.1	We have made arrangements with other providers and partners to offer and supply co-ordinated services, and these arrangements have demonstrable benefits for our Customers.
3.4.2	We have developed co-ordinated working arrangements with our partners that ensure customers have clear lines of accountability for quality of service.
3.4.3	We interact within wider communities and we can demonstrate the ways in which we support those communities.
4	DELIVERY
4.1	DELIVERY STANDARDS
4.1.1	We have challenging standards for our main services, which take account of our responsibility for delivering national and statutory standards and targets.
4.1.2	We monitor and meet our standards, key departmental and performance targets, and we tell our customers about our performance.
4.1.3	We consult and involve customers, citizens, partners and staff on the setting, reviewing and raising of our local standards.
4.2	ACHIEVED DELIVERY & OUTCOMES
4.2.1	We agree with our Customers at the outset what they can expect from the service we provide.
4.2.2	We can demonstrate that we deliver the service we promised to individual Customers and that outcomes are positive for the majority of our customers.
4.2.3	We can demonstrate that we benchmark our performance against that of similar or complementary organisations and have used that information to improve our service.
4.2.4	We have developed and learned from Best Practice identified within and outside our organisation, and we publish our examples externally where appropriate.
4.3	DEAL EFFECTIVELY WITH PROBLEMS
4.3.1	We identify any dips in performance against our standards and explain these to Customers, together with action we are taking to put things right and prevent further recurrence.
4.3.2	We have an easy to use complaints procedure, which includes a commitment to deal with problems fully and solve them wherever possible within a reasonable time limit.
4.3.3	We give staff training and guidance to handle complaints and to investigate them objectively, and we can demonstrate that we empower staff to put things right.
4.3.4	We learn from any mistakes we make by identifying patterns in formal and informal complaints and Comments from Customers and use this information to improve services and publicise action taken.
4.3.5	We regularly review and improve our Complaints procedure, taking account of the views of Customers, complainants and staff.

4.3.6	We ensure that the outcome of the complaint process for Customers (whose complaint is upheld) is satisfactory for them.
5	TIMELINESS & QUALITY
5.1	STANDARDS FOR TIMELINESS & QUALITY
5.1.1	We set appropriate and measurable standards for the timeliness of response for all forms of Customer contact including phone calls, letters, e-communications and personal callers.
5.1.2	We set comprehensive standards for all aspects of the quality of customer service to be expected in all dealings with our organisation.
5.2	TIMELY OUTCOMES
5.2.1	We advise our Customers and potential customers about our promises on timeliness and quality of customer service.
5.2.2	We identify individual customer needs at the first point of contact with us and ensure that an appropriate person who can address the reason for contact deals with the customer.
5.2.3	We promptly share Customer information with colleagues and partners within our organisation whenever appropriate and can demonstrate how this has reduced unnecessary contact for customers.
5.2.4	Where service is not completed at the first point of contact we discuss with the Customer the next steps and indicate the likely overall time to achieve outcomes.
5.2.5	We respond to initial enquiries promptly, if there is a delay we advise the customer and take action to rectify the problem.
5.3	ACHIEVED TIME DELIVERY
5.3.1	We monitor our performance against standards for timeliness and quality of Customer service and we take action if problems are identified.
5.3.2	We are meeting our current standards for timeliness and quality of Customer service and we publicise our performance against these standards.
5.3.3	Our performance in relation to timeliness and quality of service compares well with that of similar organisations.

APPENDIX 2**BUSINESS CASE**

Project Name:	Customer Service Excellence		
Project Sponsor:	Steve Hampson – Executive Director		
Project Manager:	Paul Knight – Customer Services Coordinator		
Date Issued:	27-11-09	Version No:	1

Reasons:

Working towards the Customer Service Excellence Standard will assist the Council in fulfilling its commitment to customer service. The standard supports a number of national and local priorities and will help improve the Council service previously described by an audit report as variable.

Options:

The Council considered three options of working towards the Customer Service Excellence standard. These options were considered on the amount of value that each would bring to the customer and Council.

4. Seek Council wide formal accreditation
5. Seek formal accreditation by specific service area
6. Use Customer Service Excellence without seeking formal accreditation

The Council concluded that option one, to seek Council wide formal accreditation, would bring the most benefit to the customer and organisation. Formal accreditation would emphasise the importance and priority of the project and would give the Council the benefit of external assessment. Council wide accreditation was deemed essential to ensure a consistent service and fully embedded customer focused culture.

Benefits:

The customer will benefit from a truly customer focused organisation that places the public at the heart of service design and delivery by:

- Developing an in-depth understanding of the characteristics of our current and potential customer groups and using this information to better serve the customer and their preferences.
- Making the consultation of customers integral to continually improving our service and advising customers of the results and action taken.
- Analysing customer journey mapping to improve understanding of how customers interact with the Council and making improvements to reduce barriers and increase access.
- Making information about the full range of services we provide available to our customers and potential customers, including how and when people can contact us, how our services are run and who is in charge.
- Evaluating how customers interact with the organisation through various access channels will ensure the Council is providing accessible services to all
- Giving staff training and guidance to handle complaints and to investigate them objectively will improve the customer experience and complainant satisfaction.
- Promptly sharing customer information with colleagues and partners within our organisation whenever appropriate reducing unnecessary contact for customers.

The organisation will gain a range of benefits by working towards the Customer Service

excellence standard. These will include:

- Improved customer insight by gaining a greater understanding of our customers, their characteristics and priorities. This will enable the Council to increase efficiency and effectiveness by allocating resources to customers needs.
- Increased customer consultation will assist the Council in its aim to be a listening Council. It will provide further opportunity for customers to share their opinions and in turn could increase performance against National Indicator Four – Percentage of people who can influence decisions in their locality. Increased consultation will also provide valuable feedback that can be used to shape future service delivery.
- The implementation of customer journey mapping will help the Council to ensure customer contact methods are efficient. Removing unnecessary barriers and steps could result in efficiency savings.
- Improved availability and range of information will be of benefit to the customer but could also reduce significant amounts of officer time.
- Improved communication and joined up working practices between corporate and service areas will improve customer service and bring the organisation together as one.
- Providing a consistent service throughout the Council could increase customer satisfaction and further improve Council reputation.
- Placing the customer at the beginning of service design will increase the ability of the Council to get it right first time.

Risks:

- Organisational Capacity
- Other Council Priorities
- Service First Budget Inadequate
- Limited Member or officer buy in.
- Poor performance in the pre assessment check leading to demoralisation.
- Assessment failure leading to demoralisation.

Cost and Timescale:

The project timescale is December 1st 2009 to March 31st 2011.

The cost of assessment and related services is £12,600

A contingency of £10,000 has been allowed to assist services in meeting the CSE criteria.

Investment Appraisal:

The Customer Service Excellence Standard will drive a customer focused cultural change throughout the organisation. The standard will support the Council in it's vision, values, aims and objectives. The project outcomes are sustainable and will result in the Council being able to meet public and government expectations.

Authorised By:	<i>Signature</i>	<i>Date</i>
Project Manager:		
Project Sponsor:		

Project Name:	Customer Service Excellence Standard (CSE)		
Project Sponsor:	Steve Hampson – Executive Director		
Project Manager:	Paul Knight – Customer Services Coordinator		
Date Issued:	27-11-09	Version No:	1.0

Background:

The Government wants public services for all that are efficient, effective, excellent, equitable and empowering – with the citizen always and everywhere at the heart of public service provision. The Council supports the Government's desire to place customers at the centre of service provision and as such has identified Customer Service as a key value.

Underpinning the organisation values are key actions and commitments. CSE supports these actions and commitments and provides a framework which will address a number of actions relating to customer service.

CSE replaces the previous Charter Mark Award and is a practical tool to support and drive services that are more responsive to people's needs. It emphasises areas that research has shown are a priority for customers: delivery, timeliness, information, professionalism and staff attitude. There is also emphasis on understanding customers and the user's experience and the robust measurement of customer satisfaction.

Customer Service Excellence is designed to operate on three distinct levels:

1. As a driver of continuous improvement. By allowing organisations to self assess their capability in relation to customer focussed service delivery, identifying areas and methods for improvement;
2. As a skills development tool. By allowing individuals and teams within the organisation to explore and acquire new skills in the area of customer focus and customer engagement, thus building their capacity for delivering improved services;
3. As an independent validation of achievement. By allowing organisations to seek formal accreditation, demonstrate their competence, identify key areas for improvement and celebrate their success.

Those organisations in the UK that want to achieve CSE through formal assessment, whether they are in the public, private or voluntary sectors, are able to do so. No restrictions on eligibility have been imposed. A growing number of local authorities have and are achieving CSE within specific service areas. At present only one local authority have achieved the standard across the board.

During May and June 2009 the Council undertook a self assessment against the CSE standard. The Service First Steering Group set out to assess the Council against the standard and to identify areas in need of improvement. A large section of services took part including services from New Communities, Health and Environmental Services, Planning & Sustainable Communities and Affordable Homes.

Services were asked to rate how their services met the criteria of the standard. Four options were available; 100%, >50%. <50%, 0%. The level of meeting the criteria differs by service.

CSE is made up of 57 criteria, to gain formal accreditation the Council must meet all criteria in full and be able to provide evidence of doing so.

The Service First Steering Group have reviewed the results of the self assessment and have considered how best to use the CSE. The group concluded that working towards CSE accreditation as one council will bring benefits to the organisation and it's customer.

Project Objectives:	
<p>The Council will measure the success of the project on the following objective:</p> <p>Achieving Council Wide Customer Service Excellence accreditation by 31st March 2011.</p>	
IN SCOPE	OUT OF SCOPE
<p>Seven Work Streams will work to meet and evidence the 57 Customer Service Excellence criteria:</p> <p>Corporate Services Affordable Housing Planning & Sustainable Communities New Communities Community & Customer Services Health & Environmental Services Finance & Support Services</p> <p>Only work that contributes to meeting and evidencing the 57 Customer Service Excellence criteria will be in scope of the project.</p>	<p>The scope of the project does not include work outside of that which contributes towards meeting and evidencing the 57 Customer Service Excellence criteria.</p>
Products / Outcomes:	
<p>Desired outcomes include:</p> <ul style="list-style-type: none"> - An in-depth knowledge of our customer groups, understanding their characteristics, needs & preferences. - Customer consultation central to service design & delivery - Customer insight used to inform policy & strategy. - Customer focus prioritised at all levels of the organisation. - Improved range, content & quality of verbal, published & web information. - The ability to demonstrate that the Council delivers it promises to customers and that outcomes are positive for the majority of the public. - Improved customer satisfaction levels. - Increased joined up working resulting in further efficiency savings. - Further improved Council reputation. - The ability to demonstrate the Council's commitment to it's vision, values and aims. 	

Assumptions and Constraints:

Assumptions

The Customer Service Excellence project has been structured and planned based on the following assumptions:

- The Council, it's officers and Members are committed to the Council's vision, values, aims, approaches and actions.
- The Service First Steering Group budget for 2009/10 & 2010/11 remains at £12,300 PA and is available specifically for this project.
- Members, Senior Management Team and Executive Management Team are committed to achieving Customer Service Excellence by 31st March 2011.
- Provision is made for 18.5 hours of the Customer Service Coordinator role to project manage the project.
- Provision is made for a Project Support Officer for 18.5hrs a week and this cost to be allocated outside of the Service First budget.
- The Service First Steering Group become the Customer Service Excellence Project Group, with the sole focus on the achievement of the project.
- Members of the Customer Service Excellence Project Group are committed to acting as project leads within their corporate / service areas.
- The Customer Service Excellence project is given a Council wide top priority for 2010/11.
- Council services will have enough finances to continue with and implement new activities essential to meeting and evidencing the Customer Service Criteria.

Constraints

- The combined Service First Steering Group Budget for 2009/10 & 2010/11 is £24,600. No further financial resources have been allocated to the project.
 - A Project Manager has been allocated for 18.5 hours per week throughout the project.
 - A Project Support Officer has been allocated for 18.5 hours per week throughout the project.
 - Organisational capacity. Financial and staff resources are at an all time low. The organisation will need to manage its many priorities effectively.
 - The Council has committed to achieving the Customer Service Excellence Award no later than 31st March 2011.
-

Risks:

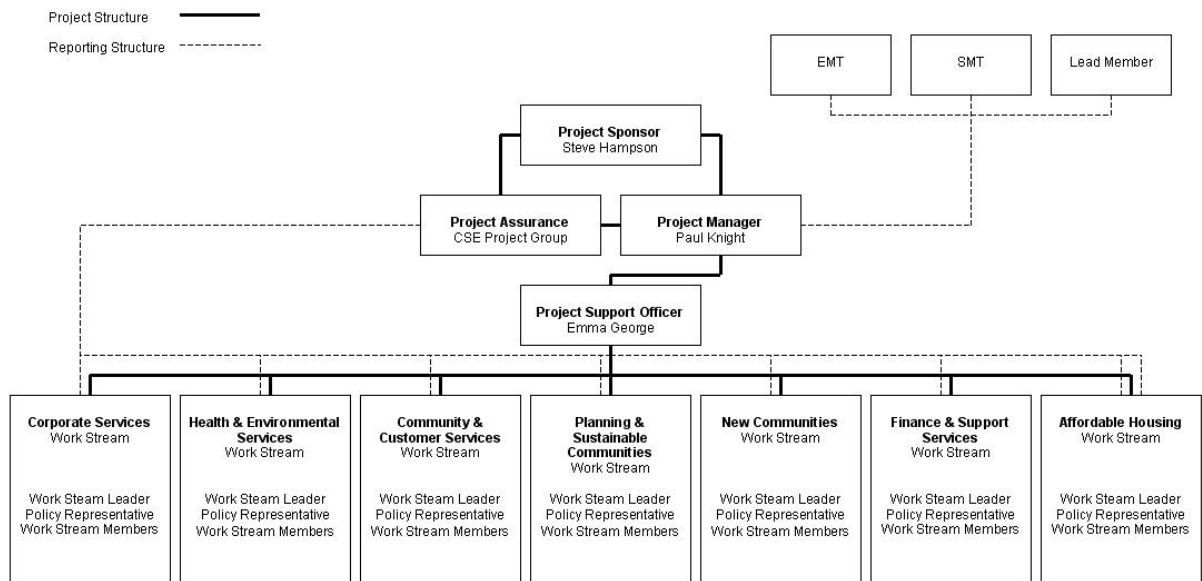
A detailed Risk Assessment can be found in the Customer Service Excellence Document. A summary of the risks are detailed below:

- Organisational Capacity
- Other Council Priorities
- Service First Budget Inadequate
- Limited Member and/or Officer buy in
- Project Team demoralised in the event of pre assessment failure
- Project Team demoralised in the event of formal assessment failure

Project Quality Plan:

The success and quality of the project outcome will be measured by external assessment and verification of the Council against the Customer Service Excellence Standard.

Project Organisation Structure:



Communications Plan:

A detailed communications plan is being drafted by the Project Manager & Communications Team. This plan will be found in the Customer Service Excellence Project Document.

In summary communication of project progress will be made through a number of channels:

- Insite Page
- Scene Magazine
- Scams Magazine
- Corporate Brief
- Chief Executives Weekly Message
- Staff Seminars
- Street Displays

Project Controls:

A detailed account of project controls can be located in the Customer Service Excellence Project Document. A summary has been provided below:

The Project Manager will use the Highlight Report Template to report progress to the Customer Service Excellence Project Group at monthly meetings. Work Stream Leaders will also report the progress of their respective areas of work, using the Work Stream Highlight Report Template. A quarterly highlight report will be provided to the Executive Management Team and the Lead Member for Customer Service.

The project consists of five stages. Five stage reviews have been scheduled with the Project Sponsor and Customer Service Excellence Project Group.

It is inevitable that during the course of the project changes will need to be made. Changes will be classed as either major or minor and each has their own process.

Major Changes

Where major problems affect the ability to deliver products or affect the amount of resources required, or the requirements need to change, the Request for Change Template should be used.

The project member suggesting the change should complete the first section of the form. It includes sections for "Description of Change" and also an "Expected Benefits" statement, which should provide justification for this change.

The second section "Impact Analysis", should be completed by the Project Manager, after consultation with the relevant stakeholders. Major changes requests should be made at the nearest Customer Service Excellence Project Group meeting, and must be approved by the Project Sponsor.

Minor Changes

Minor Changes are those that are easy to accommodate and do not result in a need to increase resources or extend the timescale of the project. In the case of minor changes, the Project Manager should be consulted, who will assess the impact before approving the change. Minor changes should form part of the highlight report to the Customer Service Excellence Project Group.

Resources:				
Budget: £22,600			Total Staff Work Days: 946	
The project will require the following staff & Financial Resources:				
Qty	Role	Work Days		
1	Project Sponsor	16		
1	Project Manager	130		
1	Project Support Officer	130		
7	Work Stream Leaders	25		
28	Work Stream Members	15		
5	Policy & Performance Representatives	15		
The project will require an estimated total of 946 workdays over a 16 month duration.				
Qty	Product	Unit Cost	Total Cost	Budget
1	Getting Started Workshop	£600.00	£600.00	SF
1	Customer Journey Mapping Workshop	£600.00	£600.00	SF
1	Customer Segmentation Workshop	£600.00	£600.00	SF
9	CSE Awareness Sessions	£200.00	£1800.00	SF
1	Getting Ready Workshop	£600.00	£600.00	SF
2	Documentary Review	£600.00	£1200.00	SF
1	Pre-Assessment	£3300.00	£3300.00	SF
1	Initial Assessment Meeting	£300.00	£300.00	SF
1	Formal Assessment	£2700.00	£2700.00	SF
1	Final Feedback Meeting	£300.00	£300.00	SF
1	Professional Report	£600.00	£600.00	SF
1	Meeting Criteria	£10000	£10000	SF
All prices exclude VAT			£22,600	
The project has been allocated a budget of £22,600 sourced from the combination of the 2009/10 and 2010/11 Service First budget.				

Authorised By:	<i>Signature</i>	<i>Date</i>
Project Manager:		
Project Sponsor:		

APPENDIX 4

Customer Service Excellence Standard Self Assessment														
Meeting Requirement														
Key	Affordable Housing	Finance		Health & Environmental Services				Planning & Sustainable Communities				New Communities		
100%	Affordable Housing	Benefits	Revenues	Food Safety	Licensing	Pest Control	Waste Management & Recycling	Building Control	Conservation	Development Control	Planning Policy	Community Engagement	Cultural Services	Major Developments
>50%														
<50%														
0%														
1 Customer Insight														
1.1 Customer Identification														
1.1.1	<50%	>50%	>50%	>50%	>50%	>50%	100%	>50%	<50%	100%	>50%	>50%	<50%	0%
1.1.2	<50%	>50%	>50%	>50%	>50%	>50%	100%	<50%	<50%	>50%	>50%	>50%	<50%	<50%
1.1.3	<50%	>50%	>50%	100%	100%	100%	100%	0%	0%	>50%	>50%	100%	<50%	<50%
1.2 Engagement & Consultation														
1.2.1	<50%	>50%	>50%	100%	100%	100%	100%	<50%	<50%	>50%	>50%	100%	<50%	<50%
1.2.2	>50%	>50%	>50%	>50%	>50%	>50%	>50%	<50%	<50%	>50%	>50%	100%	<50%	0%
1.2.3	<50%	>50%	<50%	100%	100%	100%	100%	<50%	<50%	<50%	>50%	100%	<50%	0%
1.3 Customer Satisfaction														
1.3.1	>50%	100%	>50%	100%	100%	100%	100%	<50%	<50%	>50%	0%	<50%	<50%	0%
1.3.2	<50%	100%	<50%	100%	100%	100%	100%	0%	<50%	>50%	0%	0%	0%	0%
1.3.3	<50%	100%	>50%	>50%	<50%	100%	100%	<50%	<50%	>50%	0%	100%	<50%	0%
1.3.4	<50%	100%	>50%	<50%	<50%	<50%	<50%	<50%	<50%	100%	0%	100%	<50%	<50%
1.3.5	<50%	100%	>50%	100%	>50%	>50%	100%	<50%	<50%	>50%	0%	100%	<50%	<50%
2 The Culture of the Organisation														
2.1 Leadership, Policy & Culture														
2.1.1	100%	100%	100%	100%	100%	100%	100%	>50%	>50%	100%	>50%	<50%	<50%	<50%
2.1.2	>50%	100%	>50%	100%	100%	100%	100%	>50%	<50%	>50%	>50%	0%	0%	<50%
2.1.3	>50%	100%	100%	100%	100%	100%	100%	<50%	>50%	>50%	>50%	>50%	<50%	<50%
2.1.4	>50%	100%	>50%	<50%	100%	<50%	100%	<50%	>50%	>50%	<50%	<50%	<50%	<50%
2.1.5	100%	<50%	100%	>50%	100%	>50%	<50%	>50%	<50%	100%	>50%	<50%	<50%	<50%
2.1.6	>50%	100%	100%	100%	100%	100%	100%	>50%	>50%	>50%	>50%	<50%	<50%	<50%
2.2 Staff Professionalism & Attitude														
2.2.1	>50%	>50%	>50%	>50%	>50%	>50%	>50%	>50%	>50%	>50%	>50%	<50%	<50%	100%
2.2.2	100%	100%	100%	100%	100%	100%	100%	>50%	>50%	100%	100%	100%	<50%	>50%
2.2.3	>50%	100%	100%	100%	100%	100%	100%	>50%	<50%	>50%	0%	0%	<50%	>50%
2.2.4	>50%	100%	100%	>50%	>50%	>50%	>50%	<50%	<50%	<50%	<50%	<50%	<50%	<50%
2.2.5	>50%	100%	100%	>50%	>50%	>50%	>50%	>50%	>50%	>50%	>50%	<50%	<50%	<50%

3 Information & Access															
3.1 Range of Information															
3.1.1	>50%	100%	100%	>50%	>50%	>50%	100%	>50%	100%	100%	<50%	<50%	>50%		
3.1.2	100%	100%	100%	>50%	100%	100%	100%	100%	<50%	100%	100%	<50%	>50%	>50%	
3.2 Quality of Information															
3.2.1	>50%	>50%	>50%	100%	100%	100%	100%	>50%	<50%	>50%	>50%	<50%	>50%	<50%	
3.2.2	>50%	100%	100%	<50%	100%	>50%	>50%	<50%	>50%	>50%	>50%	>50%	<50%	0%	
3.2.3	>50%	>50%	100%	<50%	>50%	<50%	<50%	>50%	>50%	>50%	>50%	>50%	<50%	<50%	
3.2.4	>50%	100%	100%	>50%	>50%	>50%	>50%	<50%	>50%	>50%	100%	<50%	<50%	>50%	
3.3 Access															
3.3.1	>50%	>50%	100%	100%	100%	100%	100%	>50%	<50%	>50%	100%	<50%	<50%	100%	
3.3.2	<50%	0%	0%	100%	100%	100%	100%	<50%	0%	<50%	>50%	0%	<50%	<50%	
3.3.3	100%	100%	100%	0%	0%	0%	0%	100%	>50%	100%	100%	>50%	>50%	100%	
3.4 Cooperative working with other providers, partners & communities															
3.4.1	>50%	0%	>50%	100%	>50%	>50%	100%	<50%	<50%	>50%	100%	<50%	>50%	>50%	
3.4.2	<50%	0%	>50%	100%	>50%	>50%	100%	<50%	<50%	>50%	>50%	<50%	>50%	>50%	
3.4.3	>50%	0%	0%	<50%	100%	<50%	100%	<50%	>50%	>50%	>50%	>50%	>50%	>50%	
4 Delivery															
4.1 Delivery Standards															
4.1.1	100%	100%	100%	100%	100%	100%	100%	>50%	100%	100%	100%	>50%	<50%	100%	
4.1.1	>50%	100%	100%	>50%	>50%	>50%	>50%	>50%	>50%	>50%	0%	<50%	<50%	>50%	
4.1.3	<50%	100%	100%	>50%	100%	>50%	100%	<50%	<50%	>50%	0%	<50%	<50%	0%	
4.2 Achieved Delivery & Outcomes															
4.2.1	<50%	100%	100%	<50%	100%	>50%	>50%	>50%	<50%	<50%	>50%	>50%	<50%	>50%	<50%
4.2.2	>50%	<50%	>50%	100%	100%	100%	100%	<50%	<50%	>50%	0%	<50%	>50%	<50%	
4.2.3	<50%	0%	100%	100%	100%	100%	100%	>50%	<50%	<50%	100%	0%	<50%	>50%	
4.2.4	>50%	0%	0%	<50%	>50%	<50%	100%	<50%	<50%	<50%	>50%	<50%	>50%	100%	
4.3 Deal effectively with problems															
4.3.1	<50%	<50%	<50%	>50%	>50%	>50%	>50%	<50%	<50%	<50%	<50%	0%	<50%	>50%	
4.3.2	100%	100%	100%	100%	100%	100%	100%	>50%	>50%	100%	>50%	>50%	<50%	>50%	
4.3.3	<50%	100%	100%	<50%	<50%	<50%	<50%	>50%	<50%	>50%	>50%	>50%	<50%	<50%	
4.3.4	<50%	100%	100%	<50%	<50%	<50%	<50%	<50%	>50%	<50%	>50%	<50%	>50%	<50%	
4.3.5	>50%	100%	100%	<50%	<50%	<50%	<50%	<50%	<50%	<50%	0%	<50%	<50%	0%	
4.3.6	>50%	100%	100%	<50%	<50%	<50%	<50%	<50%	>50%	>50%	>50%	<50%	<50%	<50%	
5 Timeliness & Quality of Services															
5.1 Standards for timeliness & quality															
5.1.1	>50%	100%	100%	100%	100%	100%	100%	>50%	>50%	100%	>50%	>50%	<50%	<50%	
5.1.2	>50%	100%	100%	100%	100%	100%	100%	<50%	>50%	>50%	>50%	>50%	<50%	<50%	
5.2 Timely Outcomes															
5.2.1	>50%	>50%	>50%	>50%	>50%	>50%	>50%	>50%	>50%	>50%	>50%	<50%	<50%	<50%	
5.2.2	100%	100%	>50%	<50%	100%	100%	>50%	>50%	100%	>50%	100%	<50%	>50%	>50%	
5.2.3	<50%	100%	>50%	>50%	100%	>50%	>50%	<50%	<50%	>50%	>50%	>50%	<50%	<50%	
5.2.4	>50%	100%	100%	<50%	>50%	100%	>50%	<50%	>50%	>50%	>50%	<50%	<50%	>50%	
5.2.5	>50%	100%	100%	<50%	100%	100%	>50%	>50%	>50%	>50%	100%	>50%	<50%	<50%	
5.3 Achieved Time Delivery															
5.3.1	>50%	100%	<50%	>50%	>50%	100%	100%	>50%	>50%	>50%	0%	<50%	<50%	<50%	
5.3.2	>50%	<50%	<50%	>50%	>50%	100%	100%	>50%	>50%	>50%	0%	<50%	<50%	<50%	
5.3.3	>50%	100%	100%	>50%	>50%	>50%	100%	>50%	>50%	<50%	0%	<50%	<50%	<50%	

APPENDIX 5

HIGHLIGHT REPORT

Project Name:	
Period Covered:	
Date Issued:	
Produced By:	

Schedule Status:
Budget Status:
Resource Status:
Products completed during this period:
Products to be completed during the next period:
Key Project Risks:
Key Project Issues:
Budget and Schedule Impact of any changes:

APPENDIX 6

WORK STREAM HIGHLIGHT REPORT

Work Stream:	
Period Covered:	
Date Issued:	
Produced By:	

Schedule Status:
Resource Status:
Products completed during this period:
Products to be completed during the next period:
Risks:
Issues:

APPENDIX 7

REQUEST FOR CHANGE

Part 1 – Description of Change

Project Name:	
Person Requesting Change:	
Date RFC Raised:	
Issue Log No:	

Description of Change:
Expected Benefits:

Part 2 – Impact Analysis

Technical Impact (Number of Days Work and Other Products Affected):
Financial Impact (Cost of Change):
Decision – Action Required or Reason for Rejection:

Authorised By:	<i>Signature</i>	<i>Date</i>
Project Manager:		
Project Sponsor:		

This page is left blank intentionally.

Project Name:	Customer Service Excellence	Produced By:	Paul Knight
Period Covered:	29 Jan 2010 – 26 Feb 2010	Date Issued:	26 Feb 2010

Schedule Status:
<ul style="list-style-type: none"> A request is made to combine the self-assessment with the collection and submission of corporate evidence, actions 1.2 and 2.1 of the work plan. As a result a request is also made to extend stage 1 of the project until March 31 2010.
Budget Status:
<ul style="list-style-type: none"> £22,600 has been allocated to the project from the combined 2009/10 and 2010/11 Service First Budget. £1200 has been spent on Customer Service Excellence training for the Project Manager and Project Support Officer. £21,400 remains in the total project budget.
Resource Status:
<ul style="list-style-type: none"> Project management and support resources have proved insufficient during this period. To effectively manage the workload a request is made to extend the duration of stage 1 by one month.
Products completed during this period:
<ul style="list-style-type: none"> Awareness seminars took place on 05,12,17 Feb 2010. Customer Journey Mapping and Segmentation Workshop took place on 03 Feb 2010. Information from the Self Assessment Workshop has been collated and circulated. Work Stream Leaders have been secured for ICT, HR, Accountancy, Legal and Democratic Services. Project Communication Plan has been produced.
Products to be completed during the next period:
<ul style="list-style-type: none"> Additional awareness raising seminars. Customer Journey Mapping. Awareness raising at Contact Centre & Depot. Completion of the self-assessment.
Key Project Risks:
<ul style="list-style-type: none"> As detailed in the project risk log. Additional risk resulting from limited project management and support resource. Additional risk resulting from the Customer Service Coordinator vacancy.
Key Project Issues:
<ul style="list-style-type: none"> EMQC have not confirmed costs for the Assessor. (Resolved) Communication between the Council and the Assessor has been challenging. (Resolved)
Budget and Schedule Impact of any changes:
<ul style="list-style-type: none"> None to report.

Customer Service Excellence

Stage 1 Work Plan

Stage	Activity	Responsibility	Target Completion Date	Progress	Comments
S1	ORGANISATIONAL PREPARATION				
1.1	Getting Started Workshop EMT / Service Managers	PK / EG	Jan 10	✓	
1.2	Self Assessment All Services	EMT/ Service Managers	Mar 10	☺	Changed from Feb 10
1.3	Customer Journey Mapping / Segmentation Workshop EMT / Service Managers (3 workshops x 12 places)	PK / EG	Jan 10	☺	Session 3 booked for 18 Mar 10.
1.4	Customer Service Excellence Awareness Seminar All Staff (9 seminars x 60 places)	PK / EG	Feb 10	✓	Additional sessions booked for 18 Mar 10.
1.5	Getting Ready Workshop EMT / Service Managers	PK / EG	Mar 10	☺	Changed from Feb 10
1.6	Work Stream – Corporate Evidence	PK	Mar 10	☺	Action moved from Stage 2

Stage 1 Timeline

ID	Task	Dec 09				Jan 10				Feb 10				Mar 10			
S1	ORGANISATIONAL PREPARATION																
1.1	Getting Started Workshop																
1.2	Self Assessment																
1.3	Customer Journey Mapping Workshops																
1.4	Awareness Seminars																
1.5	Getting Ready Workshop																
1.6	Corporate Evidence																

Project Budget & Expenditure

Qty	Product	Unit Cost	Budget Provision	Actual To Date	Budget Remaining
1	Getting Started Workshop	£600	£600	£0.00	£600
9	CSE Awareness Sessions	£200	£1800	£0.00	£1800
1	Getting Ready Workshop	£600	£600	£0.00	£600
2	Documentary Review	£600	£1200	£0.00	£1200
1	Pre-Assessment	£3300	£3300	£0.00	£3300
1	Initial Assessment Meeting	£300	£300	£0.00	£300
1	Formal Assessment	£2700	£2700	£0.00	£2700
1	Final Feedback Meeting	£300	£300	£0.00	£300
1	Professional Report	£600	£600	£0.00	£600
1	Meeting Criteria	£11200	£11200	£1200	£9000
		Total	£22,600	£1200	£21,400

Corporate Training Budget Allocation

Qty	Product	Unit Cost	Budget Provision	Actual To Date	Budget Remaining
3	Customer Journey Mapping & Segmentation	£300	£5000	£900	£5000
		Total	£5000	£900	£4100

This page is left blank intentionally.

SOUTH CAMBRIDGESHIRE DISTRICT COUNCIL

REPORT TO: Policy and Performance Portfolio Holder 11 March 2010
AUTHOR/S: Executive Director (Corporate Services) / Corporate Manager,
 Community and Customer Services

CUSTOMER SERVICE STANDARDS PERFORMANCE MONITORING

Purpose

1. To review third quarter (01 October – 31 December 2009) performance against the Council's Customer Service Standards.

Background

2. In April 2009 the Service First Steering Group agreed to monitor performance against the Council's Customer Service Standards and other key areas of work including; national Indicator 14, complaints management and satisfaction with the reception service.

Considerations

Telephone Performance

3. Table one details telephone performance at the Cambourne offices including calls abandoned, the average call waiting time and calls answered within 20 seconds. Data is automatically collected by a software package called the TIM Professional System. During the first and second quarters it was not possible to extract data to measure the percentage of calls answered within 20 seconds. During the third quarter it has not been possible to extract any data from the system. ICT have been made aware of this issue and are making efforts to rectify the situation.

Table 1 Cambourne telephone performance

Measure	Target	Qtr 1	Qtr 2	Qtr 3
Calls abandoned	<5%	4%	4%	Data Unavailable
Average wait time	<30secs	7secs	6secs	Data Unavailable
Call Answered <20	80%	Data Unavailable	Data Unavailable	Data Unavailable

4. Table two details Contact Centre performance including calls abandoned, average call waiting time, calls answered within 20 seconds and switchboard calls answered within 10 seconds. The table shows that the Contact Centre continue to meet the targets set out in the service level agreement.

Table 2 Contact Centre telephone performance

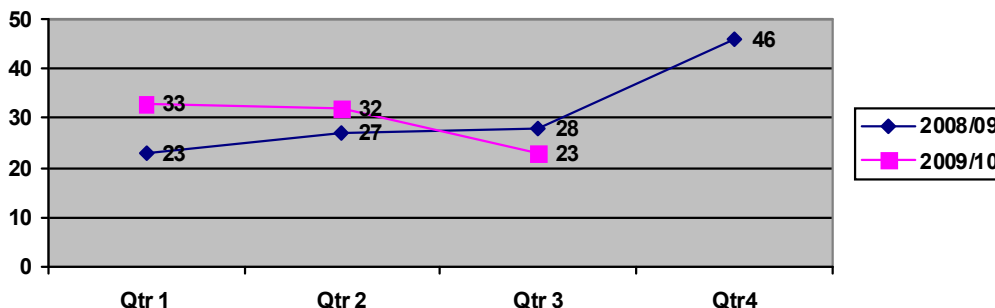
Measure	Target	Qtr 1	Qtr 2	Qtr 3
Calls abandoned	<5%	2%	3%	2%
Average wait time	<30secs	13secs	9secs	8secs
Calls Answered <20	80%	84%	88%	89%
Switchboard Calls Answered <10	80%	90%	92%	92%

Complaints Performance

5. Please note minor amendments to first and second quarter data have been made as a result of an internal data quality check.

6. In the third quarter of 2009/10 the Council registered 17 complaints at stage one and six complaints at stage two of the formal process. Chart one details the number of complaints (stage one & two combined) per quarter in comparison to the first and second quarters of 2009/10 and all quarters of the previous financial year 2008/09.

Chart 1 – No. complaints (stage one & two combined) per quarter



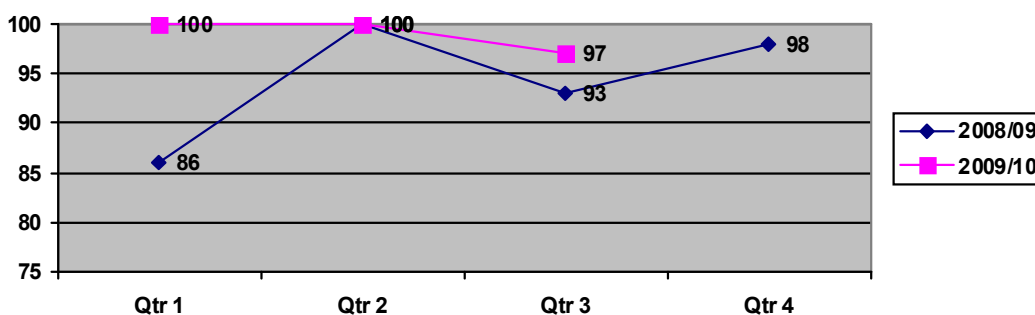
7. Table three details the number & percentage of complaints received by each Corporate Area.

Table 3 – % complaints (stage one, two & three combined) per corporate area

	Qtr 1		Qtr 2		Qtr 3	
Planning & Sustainable Communities	11	29%	9	26%	10	35%
Health & Environmental Services	5	13%	3	9%	5	17%
Affordable Homes	19	50%	17	49%	6	21%
Corporate Services	3	8%	5	14%	7	24%
New Communities	0	0%	0	0%	1	3%
Community & Customer Services	0	0%	1	3%	0	0%

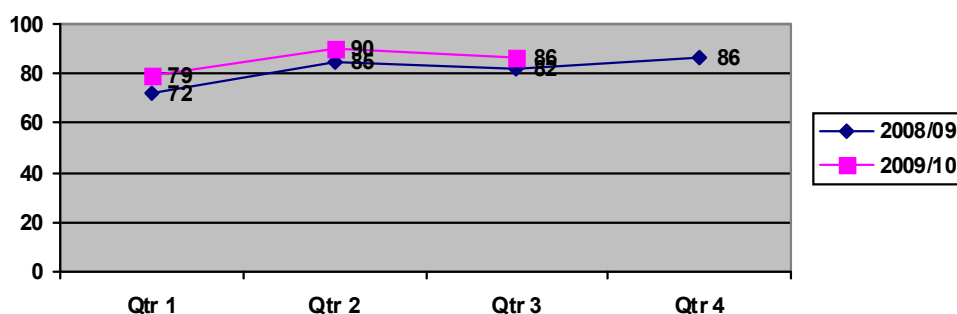
8. During the third quarter 97% of all complaints were acknowledged within three working days. One complaint failed to be acknowledged within target and has resulted in a 3% drop in performance.

Chart 2 – % complaints (stage one, two, three combined) acknowledged within target



9. During the third quarter 86% of all complaints were responded to within 10 working days for stage one, 20 working days for stage two and 28 days for stage three. Third quarter performance continues to exceed reported performance during the same period last year. It does however show a reduction of 4% when compared with second quarter data.

Chart 3 - % complaints (stage one, two & three combined) responded to within target



10. Table four details the number and percentage of responses meeting target by corporate area.

Table 4 – Corporate area performance - Complaints responded to within target

	Qtr 1		Qtr 2		Qtr 3	
Planning & Sustainable Communities	7	64%	8	89%	7	70%
Health & Environmental Services	4	80%	3	100%	5	100%
Affordable Homes	17	89%	16	94%	5	83%
Corporate Services	2	67%	4	80%	7	100%
New Communities	0	n/a	0	n/a	1	100%
Community & Customer Services	0	n/a	1	100%	0	n/a

11. Table five details the broad theme of complaints by both total number and percentage. The predominant themes recorded in the third quarter were service delivery and processes and/or procedures. For the first time this in the 2009/10 financial year zero complaints were categorised as a failure to communicate.

Table 5 - Complaint breakdown by broad theme

	Qtr 1		Qtr 2		Qtr 3	
Failure to communicate	6	16%	3	9%	0	0%
Failure to act	4	11%	3	9%	2	7%
Misinformation	3	8%	0	0%	0	0%
Council Charges	3	8%	0	0%	0	0%
Service Delivery	7	18%	6	17%	9	31%
Staff Conduct	3	8%	4	11%	4	14%
Processes and/or procedures	12	31%	19	54%	14	48%

12. Satisfaction surveys were sent to all complainants registered within the first, second and third quarters; but only seven were returned. Only two respondents were satisfied with every aspect:
- The way the complaint was handled
 - The way in which we kept you informed
 - The complaints process overall
 - The length of time taken to respond to the complaint
13. This equates to a score of 29% against each aspect. The respective scores in 2008/09 were 24%, 38%, 24% and 29%. However, the number of respondents was also very low (10) and it is therefore not possible to draw reliable conclusions regarding progress.

Local Government Ombudsman (LGO) Complaints

14. The Local Government Ombudsman referred five complaints for investigation during the first quarter, three in the second quarter, and six in the third quarter. Table six breaks down the complaints by corporate area.

Table 6 - Breakdown of LGO contacts by service area

	Qtr 1	Qtr 2	Qtr 3
Affordable Housing	2	3	1
Planning & Sustainable Communities	3		3
Health & Environmental Services			2
Total	5	3	6

15. The Local Government Ombudsman continues to investigate five of the 14 complaints. Of the nine completed investigations, the Ombudsman has found no evidence of maladministration.
16. Table seven shows the Council continues to meet the 28day average response time set by the Local Government Ombudsman. During the third quarter two responses failed to meet the target responding in 44 and 37 days. The average response time has risen from 22 days to 28 days as a result of this failure.

Table 7 - Average response time for LGO complaints

	Qtr 1	Qtr 2	Qtr 3
Average Response Time	23 days	22 days	28 days

- Learning from complaints**
17. Learning from complaints forms continue to accompany complaints when forwarded to officers to respond. A number of forms have been completed but significant improvement is needed to increase the number completed and returned.
18. Additional support has been sourced for the administration of the complaints system and it is expected that this will allow time to ensure officers submit this valuable information.
- Compliments**
19. 20 compliments were registered by the Customer Service Coordinator during the first quarter, 35 in the second quarter and 33 in the third quarter. Notable comments included:
- "I found your approach most helpful, informative and supportive"
 - "It's so nice to talk to someone who is so friendly and helpful"
 - "What a fantastic Service"
 - "Thank you for the prompt repairs on Christmas Eve"
 - "I greatly appreciate the swift and friendly way in which you dealt with my inquiry"
20. Table eight shows the number and percentage of compliments registered in the third quarter. The table shows that whilst the planning service generate a significant proportion of complaints, they continue to register the majority of compliments.

Table 8 - Compliments (Qtr 3) by Corporate Area

	Qtr 3	
Planning & Sustainable Communities	11	34%
Health & Environmental Services	10	30%
Affordable Homes	8	24%
Corporate Services	2	6%
New Communities	2	6%
Community & Customer Services	0	0%

- Customer Satisfaction**
21. The Council has commissioned CELLO MRUK Research, an independent market research organisation, to conduct a survey with visitors to the Council offices in Cambourne.

22. The survey is undertaken using face-to-face exit interviews. CELLO MRUK use its own fieldwork teams of social interviewers all trained to Interviewer Quality Control Scheme Standards (IQCS) in accordance with the Market Research Society. Interviewers were present for two days in the first, second and third quarters. A total of 172 customers have been surveyed.

23. Respondents were asked a number of questions. The questions and results relating to our Customer Service Standards are detailed in the following tables.

Table 9 - Length of time customer waited to be seen by a receptionist

	Qtr 1	Qtr 2	Qtr 3
Did not have to wait	83%	66%	59%
1-2 minutes	10%	29%	33%
3-5 Minutes	3%	2%	4%
6-10 minutes	3%	3%	4%

Base: Qtr 1 = 59 respondents; Qtr 2 – 58 respondents; Qtr 3 – 54 respondents

Table 10 - Percentage of customers offered a private room if requested

Qtr 1	Qtr 2	Qtr 3
100%	100%	100%

Base: Qtr 1 = 9 respondents; Qtr 2 – 2 respondents; Qtr 3 – 10 respondents

Table 11 - Percentage of customers seen within 10 minutes of appointment

Qtr 1	Qtr 2	Qtr 3
100%	80%	80%

Base: Qtr 1 = 13 respondents; Qtr 2 = 5 respondents; Qtr 3 = 10 respondents

Table 12 - Overall rating of reception service

	Qtr 1	Qtr 2	Qtr 3
Excellent	68%	38%	47%
Good	30%	57%	51%
Fair	2%	5%	2%
Poor	0%	0%	0%

Base: Qtr 1 = 60 respondents; Qtr 2 = 58 respondents; Qtr 3 = 54 respondents

24. Results of the third quarter survey remain positive with 92% of customers not having to wait longer than 2 minutes to be seen by a receptionist and 98% rating the reception service as good or excellent. The third quarter results have however seen a decrease of customers not having to wait at all. There is also concern that two customers had to wait longer than 10 minutes for a pre-arranged appointment.

National Indicator 14

25. NI14: Reducing avoidable contact. By identifying customer contact that is 'avoidable', the Council and its partners are better placed to redesign the way services are delivered and information communicated. NI14 aims to assist the Council in reducing unnecessary, valueless contacts which are frustrating for the customer and inefficient for the provider.

26. Third quarter data capture took place on weeks commencing 30 November and 7 December 2009. The Contact Centre collected data throughout the whole quarter. Services collecting data include:

Benefits	Waste Collection
Non Domestic Rates	Property Services
Council Tax	Options & Allocations
Planning Services	Electoral Register
Building Control	Rents

Licensing
Pollution
Street Cleaning

Food Safety
Pest Control

27. Tables 13 and 14 detail the percentage of contact deemed avoidable and their classification.

Table 13 - Percentage of avoidable contact

Qtr 1	Qtr 2	Qtr 3
38%	31%	29%

Base: Qtr 1 = 3000 contacts; Qtr 2 = 6406 contacts; Qtr 3 = 3287 contacts

Table 14 - Avoidable contact categories

Unnecessary Clarification	Poor Signposting	Repeat Notification	Progress Chasing	Repeat Contact
Qtr 1				
34%	23%	8%	31%	4%
Qtr 2				
35%	26%	4%	31%	4%
Qtr 3				
25%	32%	3%	37%	3%

Base: Qtr 1 = 1122 contacts; Qtr 2 = 1996 contacts; Qtr 3 = 949 contacts

Implications

28. Financial	None
Legal	None
Staffing	None
Risk Management	Poor perception of local services / Council, leading to low NI scores on satisfaction ratings, resulting in low CAA performance and poor reputation.
Equal Opportunities	None

Consultations

29. Performance against the Customer Service Standards was reported to the Service First Steering Group on 05 February 2010.

Effect on Strategic Aims

30.	Commitment to being a listening council, providing first class services accessible to all.
	The Customer Service Strategy sets out how the Council will meet its short and longer-term objectives to provide first class and accessible services to its customers.
	Commitment to ensuring that South Cambridgeshire continues to be a safe and healthy place for all.
	None specific.
	Commitment to making South Cambridgeshire a place in which residents can feel proud to live.
	None specific.
	Commitment to assisting provision for local jobs for all.
	None specific.
	Commitment to providing a voice for rural life.
	None specific.

Recommendation

31. That the performance against the customer service standards is noted.

Background Papers: the following background papers were used in the preparation of this report:

South Cambridgeshire District Council Reception Survey Wave 3.
National Indicator 14 Quarter 3 Report

Contact Officer: Paul Knight – Senior Policy and Performance Officer
Telephone: (01954) 713309

This page is left blank intentionally.

SOUTH CAMBRIDGESHIRE DISTRICT COUNCIL

REPORT TO:	PFH – Finance and Staffing	17 February 2010
	PFH – Policy and Performance	11 March 2010
AUTHOR/S:	EMT	
	Executive Director - Corporate Services	
	Corporate Manager – Community and Customer Services	

**INTEGRATED BUSINESS MONITORING REPORT
FIRST 9 MONTHS (APRIL 2009 TO DECEMBER 2009)**

Purpose

1. To enable appropriate Portfolio Holders (PFHs) to consider the current financial position (General Fund, HRA and Capital Expenditure) alongside the current performance of measures in the 2009/10 Corporate Plan.

Quarterly Integrated reporting 2009/10

2. From this quarter, the quarterly Integrated Business Monitoring report will not go to Cabinet but will instead be considered by the PFH for Finance and Staffing and the PFH for Policy and Performance. Copies will also be forwarded to other PFHs, where there are performance issues that need to be brought to their attention. Cabinet has requested that it now only receives the end-of-year report.
3. Recipients of this report have access to CorVu and can view the relevant live performance information. There is therefore no hard copy CorVu Performance Report appendix to this report. The report does provide a short commentary on any measures, which are causing concern.
4. In light of the previous years' underspendings the methodology for selecting the areas to be individually reported has been reviewed. The individual budgets identified in **Appendix 1** have been selected on the basis of either the size of the budget, the risk associated with that budget, or on the basis of previous over/under spending.

Executive Summary**Financial Position – April to December 2009 and Projected Outturn**

5. This position statement is reporting on the variance between the revised budgets to be approved by Council and the working budgets. These are the original estimates as approved by Council on 26 February 2009 adjusted for approved virements, roll-overs and additions to cash limits.

	December's Projected Outturn		November's Projected Outturn	
	£	%	£	%
General Fund	361,500	2.33	403,000	2.60
Housing Revenue Account (HRA)	(208,600)	(0.90)	(100,800)	(0.44)
Capital	(1,228,200)	(11.54)	(308,700)	(2.92)

Performance

6. All measures that could be updated in CorVu had been by the 21st January. However the deadline for updates is the 15th of each month. There is therefore an issue about officers not updating CorVu in a timely manner.
7. Officers are predicting that 83% of all Corporate Plan end-of-year targets will be achieved.
8. Only 2 measures are projected to be on RED traffic lights at the year-end.

Considerations

Financial Position

9. A summary position statement is provided at **Appendix 1**.
10. Highlighted below are the significant items.

11. **Revenue**

General Fund

- a. An analysis of the under/over spends for Salary related costs, as compared to the revised estimates as reported to SMT on 9th December, indicates a net underspend of £17,900;
- b. Additionally, as indicated in the report to SMT, the departmental and overhead accounts are £74,000 less than the adjusted original estimates;
- c. **Land Charges** income is greater than expected and this is predicted to be £43,700 more than the estimate;
- d. **Refuse Collection** is predicted to overspend due to a shortfall of income, as reported to the Environmental Health Portfolio Holder. It is anticipated that proactive management of budgets will mean that other areas within the Environmental Health Portfolio will underspend thus balancing this potential overspend;
- e. **Development Control Expenditure** is predicted to overspend by £25,000 because of £20,000 additional expenditure on the Wadlow Wind Farm appeal and £5,000 on judicial review costs;
- f. **Development Control income** is lower than estimated owing to the slow down in the housing market and the consequential effect on income. The current shortfall equates to a predicted overspend of £241,600.

This projection assumes some upturn towards the end of the financial year but not as great as that assumed when the estimates were set back in January 2009. It has also been assumed that there will be £5,000 income this year from pre-application fees due to come in to effect on 1st October compared to an estimate of £20,500.

Having now received notification of the provisional Housing & Planning Delivery Grant for 2009/10 there is expected to be a balance on that Reserve of £1,679,000 at the end of March 2010 and this could be used to partly offset the above projected overspend. However, this has been earmarked to fund current established posts in Planning and other services in later years.

- g. **Building Control** fee income is less than estimated. The current shortfall equates to a predicted overspend of £170,000. However, this will be offset at the end of the financial year by a transfer from reserves amounting to £177,000 giving an net underspend of £7,000;
- h. **Concessionary Fares.** A major operator has increased fares for 2009/10 by between 8% and 10% and this will increase the cost of reimbursement for 2009/10. The budget for 2009/10 was set at £588,000 in comparison to £433,000 in 2008/09 to allow for increased passenger journeys resulting from the new park and ride at Milton and the introduction of the guided bus way, plus other potential variations such as fare increases. On the basis of information received from the County Council it is estimated that the overspend will be £99,100;
- i. **Planning Policy** has made savings in the costs of the Local Development Framework and other programmes of £43,600;
- j. We have received £91,900 **Local Authority Business Growth Incentive** grant which has been assumed to offset current planned expenditure and thus will be a corresponding underspend;
- k. **Corporate Management** will overspend by £35,000 because of increased external audit fees due to advice and additional work in the closure of the Statutory Accounts;
- l. The revised estimates that will be submitted for approval by Council are a net £63,200 more in all the other services areas not identified separately above. The increase is mainly due to a lower net percentage of subsidy on **Rent Allowances**, caused by much higher claimant error/fraud overpayments (although local authority error overpayments have decreased). Such overpayments only attract 40% subsidy.
- m. Savings of £481,000 have been identified which exceeds the **Savings Target** of £325,000, as reported previously to SMT. This additional saving of £156,000 has been incorporated into this position statement;
- n. **Interest on Balances** has an expected shortfall of £380,000 of which £14,700 will be a reduction in interest attributable to the HRA balances. This is due to the rates being lower than those predicted when the budget was set;

12. **Housing Revenue Account (HRA)**

- o. **Supported Housing** is predicted to underspent by £90,000 due to vacancies;
- p. **Outdoor Maintenance** is expected to underspend by £36,300 due to a reduction in the number of grass cuts and only doing essential other works;
- q. **Rent Income** is, on the basis of the current rent collection figures, expected to be £100,000 more than previously estimated. This is because of improved collection rates and properties moving from reduced to full rent payable;

13. **Capital**

- r. **Acquisition of Existing Dwellings** is lower than expected and is predicted to be £1,000,000 less than planned. It is not possible to estimate accurately how much will need to be spent on the repurchase of equity share properties in any one year, as expenditure is demand led and there is no consistent pattern of expenditure from one year to the next. It takes several weeks for a valuation to be agreed and a completion to take place therefore requests for a repurchase received after the middle of January will

not result in a completion before the end of March. It is therefore only at this late stage in the financial year that any confidence can be placed in expenditure predictions.

At the end of November, when actual expenditure was first over £1m the projection was reduced by a modest amount of £200,000. The revised estimates provides for all the purchases that have already taken place together with all those outstanding at the moment which results in the £1,000,000 shortfall.

It is anticipated that part way through 2010/11, these acquisitions will be made by Housing Associations and, therefore, forecasting this expenditure will no longer be an issue;

- s. Similarly **Equity Share Sales** receipts are expected to be lower by £1,000,000;
- t. **ICT Development** as reported to SMT in the revised capital programme has been rephased by £376,000 into 2010/11 thus reducing expenditure in this year but increasing planned expenditure in 2010/11. There has also been a saving of £45,000 on the original programme thus giving a total underspend in 2009/10 of £421,000;
- u. **Other General Fund Capital** has reduced by £59,500 mostly because the cost of the new Planning System has a lower capital cost than estimated and the rephasing of £22,000 of expenditure into 2010/11: and
- v. The **Right to Buy Sales** projection has now been re-assessed to a shortfall of £200,000. This and the **Equity Share Sales** shortfall position means there is a reduction in the **pooling payment to the Government**. The net position is a reduction of £250,000.

Performance Management – Corporate Plan 2009/10

14. The performance of the Corporate Plan 2009/10 measures is as follows:

9-month Performance (As at December 2009)			2009/10 Projected Performance (i.e. Estimate for March 31 st 2010)		
RAG	Number	%	RAG	Number	%
Green	72	74 %	Green	81	83 %
Amber	19	19 %	Amber	12	12 %
Red	6	6 %	Red	4	4 %
Grey	1	1 %	Grey	1	1 %
Total	98	100 %	Total	98	100 %
Key, to 2009/10 Projected Performance (i.e. Estimate for March 31st 2010)					
a) GREEN – On target					
b) AMBER – May still be able to achieve the target but it could be slightly missed.					
c) RED – The target will be missed, unless unforeseen circumstances intervene.					
d) GREY – CorVu not been updated in time for this report.					

15. By the 15th January, which was the deadline for updating CorVu, many Corporate Plan measures had not been updated. Significant hastening activity resulted in an improved picture by the 21st January, which was the EMT deadline for this report.
16. Of all the Corporate Plan measures, 74% achieved their 9-month target and 83% are forecast to achieve their end-of-year target.

9-Month (Current) Performance Position

17. CorVu indicated that, at the 9-month point, there were 6 measures on RED, which are:
- a. **NI123** - 16+ current smoking rate prevalence
 - b. **ACTION 22** - Introduce our own Best Kept Village Competition by December 2009
 - c. **NI195b** - Improved street and environmental cleanliness - levels of detritus
 - d. **NI195d** - Improved street and environmental cleanliness - levels of fly-posting
 - e. **NI188** - Adapting to climate change
 - f. **NI182** - Satisfaction of businesses with local authority regulation services - Standardised score.
18. However this paints an incorrect performance picture because of the nature of 3 of the measures, which are as follows:
- a. **NI123 & NI188** – These are annual measures and so CorVu can only report performance as at March 31st 2009 (i.e. the 08/09 result). Annual measures are not appropriate for inclusion in future Corporate Plans. It will be more appropriate to use proxy measures (i.e. sub-measures that will help to improve the performance of the annual measure). Such proxy measures could then be monitored monthly or quarterly.
 - b. **NI182** – This is a monthly measure but there is a 6-week time lag between the survey and the publication of the results. The most recent MR UK monthly survey results are for October 2009 and these show that we are on target to achieve the annual target of 80% satisfaction.
19. Thus only three measures were considered to be a true RED traffic light at the 9-month point. These three measures, listed below, will be commented on later in the report.
- a. **ACTION 22** - Introduce our own Best Kept Village Competition by December 2009
 - b. **NI195b** - Improved street and environmental cleanliness - levels of detritus
 - c. **NI195d** - Improved street and environmental cleanliness - levels of fly-posting

End of Year (Estimate) Performance Position

20. Officers are indicating, using CorVu end-of-year estimates, that four measures are projected to be RED, which are:
- a. **NI123** - 16+ current smoking rate prevalence
 - b. **ACTION 22** - Introduce our own Best Kept Village Competition by December 2009
 - c. **NI195b** - Improved street and environmental cleanliness - levels of detritus
 - d. **NI188** - Adapting to climate change
21. However, as explained in paragraph 18a, NI123 and NI188 are not true RED traffic lights. Thus only 2 measures are projected to be on RED at the year-end, which are:
- a. **ACTION 22** - Introduce our own Best Kept Village Competition by December 2009
 - b. **NI195b** - Improved street and environmental cleanliness - levels of detritus
22. Further information on those two measures will be included in the following section. Using each Council AIM as a header, reference will now be made to all measures that are causing concern.

Aim A - We are committed to being a listening council, providing first class services accessible to all.

23. No measures are on RED (at 9-months or the year-end) and no AMBER measures are causing any significant concern.

Aim B - We are committed to ensuring that South Cambridgeshire continues to be a safe and healthy place for you and your family.

- NI123 - 16+ Current smoking rate prevalence (i.e. number giving up smoking)

YEARLY - March 2009 Target = 3,498 – March 2009 Actual = 3,049 (RED)

24. The above measure is on RED but as indicated at para: 18a, this is an annual countywide measure and the most recent results are as at March 2009. An SCDC 09/10 action-plan is being implemented to try to improve the 09/10 end-of-year performance.

Aim C – We are committed to making South Cambridgeshire a place in which residents can feel proud to live.

25. There are four measures on RED at the 9-month point and 3 of these are projected to be on RED at the year-end, as follows:

- ACTION 22 - Introduce our own Best Kept Village Competition by December 2009

QUARTERLY - Target = December 2009 - End-of-Year Estimate = Not actioned (RED)

26. No further progress has been achieved since the six-months position, as the service has had to focus on the Refuse and recycling service review and other work priorities. Work is currently being carried out by Members to launch this initiative by the end of March 2010. It is possible therefore that the target will be met, although the end of year estimate will be kept at RED until progress can be assessed.

-
- NI195b - Improved street and environmental cleanliness - levels of detritus

QUARTERLY – March 2010 Target = 30 - End-of-Year Estimate = 32 (RED)

27. The end of year estimate is based on the results of the 1st and 2nd of three 2009/10 surveys. The 2nd survey result was 34%, which was affected by a poor result in Milton. The reasons for this are being investigated to see if there are any district wide implications. The 3rd survey results are due in March 2010. The overall detritus results once again show the vulnerability of this indicator to localised issues.

-
- NI195d - Improved street and environmental cleanliness - levels of fly posting.

QUARTERLY – March 2010 Target = 2 - End-of-Year Estimate = 3 (AMBER)

28. The end-of-year estimate is based on the combined results of the 1st and 2nd of three 2009/10 surveys. The performance in the 2nd survey was 4%, which resulted in a RED traffic light. The fly-posting result was affected by flyers for a local circus and once again highlights the susceptibility of this suite of indicators to localised events. The 3rd survey

results are due in March 2010 and the service is projecting that the performance will have improved enough to produce an AMBER traffic light.

-
- NI155 - Number of affordable homes delivered (gross)

QUARTERLY – March 2010 Target = 296 March 2010 Estimate = 280 (AMBER)

29. The above measure is on AMBER but because of its strategic importance is reported here. The annual target is likely to be missed but not by very much. Given the current economic circumstances 'just missing the challenging target' could be seen as a good result.

Aim D - We are committed to assisting provision of local jobs for you and your family

30. There is one measure on RED, at the 9-month point, but this false picture of NI182 has been explained in para: 18b above. Performance is expected to be on GREEN at the year-end. The service could consider publishing the data 2-months later, as this would then show the most recent 'current' information (i.e. publish October data in December).

Aim E - We are committed to providing a voice for rural life

31. There are no RED measures. However there are a few measures, which are worthy of note.
- ACTION 34 - Exploring innovative ways of working with developers

QUARTERLY – March 2010 Target = 100% March 2010 Estimate = 100% (GREEN)

32. The 9-month position is shown as AMBER although the indications are that RED was only just avoided. There is clearly some uncertainty as to what this ACTION was looking to achieve. However the end-of-year estimate is GREEN, which is based on the fact that there are 2-monthly Agents Panel meetings and the results of agent consultations are also being analysed to see if improvements in current practices can be identified.

-
- CP09 - Revise Member and Officer Codes of Conduct

QUARTERLY – March 2010 Target = 100% March 2010 Estimate = 95% (AMBER)

33. We are still waiting for the Government to issue a revised Code of Conduct. This is now promised "before the new 2010 Financial Year" but government timescales have been slipping each month. Once received it will need to be adopted and it may still be possible to achieve this before May 2010.

-
- CP11 - Deliver a programme to deliver the Council's commitment to eliminate discrimination and prejudice, and develop a culture, which values differences.

QUARTERLY – March 2010 Target = 100% March 2010 Estimate = 95% (AMBER)

34. A significant programme of work has taken place throughout the year and we have clearly made great progress. However in December 2009, the Equalities Human Rights Commission indicated that we needed to revise our Gender equality scheme. The process takes at least 3 months and it may not be possible to complete this before the end of March 2010. However work is in hand to try to achieve this tight timescale.

- CP18 - Carry out the Job Evaluation scheme with a view to the implementation of a revised pay and grading structure by 1st April 2010

QUARTERLY – March 2010 Target = 100% March 2010 Estimate = 95% (AMBER)

35. The Job Evaluation scheme is being developed and will be ready on time. However final implementation will be subject to agreement by the National Trade Union, which could result in a delay.

Performance Management – Other Considerations

36. Some officers are not inputting a significant number of monthly/quarterly measures into CorVu in time for the 15th of each month. Attached at Appendix 2 is a screen shot from the Portal, which gives a pictorial indication of how much data has been input by the 22nd January to the PFH dials. Given that it is known that performance is generally good, these dials should all be sitting close to the AMBER/GREEN divide line.
37. Members of EMT are reminding their managers of the need to input promptly to CorVu. This is particularly important for the quarterly reports, when data is required in July, October, January and April.

Implications

38. The Council needs to ensure that it spends within its budgets, because of the impact on the level of balances and the implication for the Medium Term Financial Strategy. It also needs to be able to demonstrate that it is setting realistic targets and that it is then achieving these.

39. Financial	As detailed in the report.
Legal	None.
Staffing	No immediate impact.
Risk Management	As Above.
Equal Opportunities	None.

Consultations

40. None.

Effect on Strategic Aims

41.	Commitment to being a listening council, providing first class services accessible to all.
	The effect of any under or overspending on the achievement of corporate aims, service priorities and performance indicators and the linking of budgets with service performance is an outstanding issue which needs to be addressed.
	Commitment to ensuring that South Cambridgeshire continues to be a safe and healthy place for all.
	See above
	Commitment to making South Cambridgeshire a place in which residents can feel proud to live.

See above
Commitment to assisting provision for local jobs for all.
See above
Commitment to providing a voice for rural life.
See above

Conclusions/Summary

42. The forecast outturn on the General Fund as compared to the working estimates adjusted for approved virements and cash limit increase is a net overspend of £538,500. Using the balance on the Building Control Reserve will reduce this by £177,000 to give a net overspend of £361,500. This net overspend amounts to 2.33% of Net District Council Expenditure for the financial year ending 2009/10.
43. The HRA predicted underspend of £208,600 equates to 0.90% of gross expenditure.
44. Capital has a predicted underspend of £1,228,200, which is 11.54% of gross expenditure. However, when the programme items that have been reprogrammed into 2010/11 are excluded, this underspend is reduced to £830,200 7.80% of gross expenditure
45. Performance, against the measures in the Corporate Plan 2009/10, is predicted to result in 83 % being achieved. A further 12% are currently AMBER but some of these could yet be achieved. Such a performance result would be excellent.
46. Only 2 measures are forecast to fail to achieve their targets and to be on RED at the year-end.
47. Officers are not inputting data as timely as they should and this needs to improve.

Recommendations

48. The PFH's are recommended to:
 - a. Note the projected expenditure position and the Finance & Staffing PFH to give it more detailed consideration.
 - b. Note the performance position and use CorVu to more closely monitor performance issues across the authority and especially those that are currently forecast to fail to achieve their targets.
 - c. Note that managers are being reminded to input performance data into CorVu in a more timely manner.

Background Papers: the following background papers and technology were used in the preparation of this report:

Original Estimates 2009/10, Financial Management System Reports. CorVu

Contact Officer:

Alex Colyer	Executive Director - Corporate Services	Extn: 3023
Paul Howes	Corporate Manager, Community and Customer Services	Extn: 3351
Adrian Burns	Chief Accountant	Extn: 3072
Graham Smith	Best Value/Management Accountant	Extn: 3126
Ian Salter	Performance Improvement Officer	Extn: 3018

This page is left blank intentionally.

Significant Budget Items

Previously Reported (Under)/ Over Spend Compared to Working Estimate £		Revised Estimate 2009/10 £	Working Estimate 2009/10 £	Actual Income & Expenditure to 31st December as at 15/01/10 £	Projected (Under)/ Over Spend Compared to Working Estimate £	Movement from Previous Month's Position £	Report Paragraph References
	Revenue						
	Expenditure						
(21,900)	Departmental Accounts (note 1)	16,600,710	16,600,710	12,166,294	(17,900)	4,000	a
0	Central Overheads (note 2)	1,127,780	1,127,780	766,922	0	0	
(74,000)	Reduction from Original to Revised Estimates	74,000	74,000		(74,000)	0	b
		Original Estimate 2009/10 £					
(43,000)	Land Charges	(203,210)	(203,210)	(192,171)	(43,700)	(700)	c
0	Refuse Collection	2,120,640	2,120,640	1,718,128	78,700	78,700	d
0	Street Cleansing	606,550	606,550	468,026	(42,700)	(42,700)	d
0	Kerbside Recycling	891,620	891,620	703,006	(36,100)	(36,100)	d
0	Homelessness	155,950	110,950	13,945	(200)	(200)	
0	Net HRA Recharges	(334,940)	(374,940)	0	0	0	
25,000	Development Control (Gross Expenditure)	126,750	126,750	94,888	25,000	0	e
332,000	Development Control (Income)	(1,335,330)	(1,335,330)	(651,057)	241,600	(90,400)	f
170,000	Building Control	(476,640)	(476,640)	(227,553)	170,000	0	g
65,500	Concessionary Fares	427,100	427,100	(219,467)	99,100	33,600	h
0	Growth Agenda	(622,780)	(622,780)	(370,130)	(6,100)	(6,100)	
0	Planning Policy	189,040	189,040	45,012	(46,300)	(46,300)	l
(56,900)	Other	785,460	1,096,760	1,084,975	6,300	63,200	j,k,l
(156,000)	Savings Target	(325,000)	(325,000)	0	(156,000)	0	m
240,700	Total	19,807,700	20,034,000	15,400,818	197,700	(43,000)	
380,000	Interest on Balances	(1,250,000)	(1,250,000)	(845,067)	380,000	0	n
(14,700)	Interest transferred to Housing Revenue account	48,000	48,000	0	(14,700)	0	n
606,000	Total	18,605,700	18,832,000	14,555,751	563,000	(43,000)	
(26,000)	Less Departmental/Overheads recharged to HRA & Capital	(3,262,850)	(3,311,720)	0	(24,500)	1,500	
580,000	General Fund Total	15,342,850	15,520,280	14,555,751	538,500	(41,500)	
(177,000)	Use of Specific Reserves	0	0	0	(177,000)	0	g
403,000	Net General Fund Total	15,342,850	15,520,280	14,555,751	361,500	(41,500)	

Previously Reported (Under)/ Over Spend Compared to Working Estimate £		Original Estimate 2009/10 £	Working Estimate 2009/10 £	Actual Income & Expenditure to 31st December as at 15/01/10 £	Projected (Under)/ Over Spend Compared to Working Estimate £	Movement from Previous Month's Position £	Report Paragraph References
Housing Revenue Account							
0	Housing Repairs - Revenue	3,190,300	3,127,300	1,833,717	0	0	
0	Building Maintenance Contractor (net less recharges)	(373,650)	(381,390)	(134,504)	0	0	
(90,000)	Supported Housing (Gross Expenditure)	1,816,680	1,781,680	1,130,826	(90,000)	0	o
0	Supported Housing (Gross Income)	(1,477,000)	(1,477,000)	(716,369)	0	0	
0	General Administration	425,050	421,180	(4,065)	0	0	
(30,000)	Outdoor Maintenance	231,360	169,360	146,969	(36,300)	(6,300)	p
14,700	Other (including Payment to Government & Capital Charges)	16,197,380	15,640,120	64,814	14,700	0	n
0	Rent Income	(22,160,000)	(21,480,000)	(7,327,111)	(100,000)	(100,000)	q
4,500	Recharged Departmental & Overhead Accounts	3,015,890	3,064,760	0	3,000	(1,500)	
=====							
(100,800)	Housing Revenue Account Total	866,010	866,010	(5,005,723)	(208,600)	(107,800)	
=====							
Capital							
Capital Expenditure							
HRA Capital							
0	Housing Repairs - Capital	4,760,000	4,741,000	3,062,076	0	0	
(200,000)	Acquisition of Existing Dwellings	3,000,000	3,000,000	1,071,270	(1,000,000)	(800,000)	r
(115,000)	Other	234,770	253,770	98,871	0	115,000	
GF Capital							
(196,000)	ICT Development	605,500	657,950	113,129	(421,000)	(225,000)	t
0	Improvement Grants	770,000	847,000	550,588	0	0	
0	Other	945,600	965,590	844,034	(59,500)	(59,500)	u
Capital Receipts							
0	Right to Buy Sales	(1,216,550)	(1,216,550)	(777,867)	200,000	200,000	v
200,000	Equity Share & Other Sales	(3,046,220)	(3,046,220)	(1,438,575)	1,000,000	800,000	s
(19,200)	Other Capital Receipts	0	0	(20,143)	(19,200)	0	
0	Pooling of capital receipts paid to the Government	2,300,000	2,300,000	0	(950,000)	(950,000)	v
0	Other Grants & Allowances	(4,575,490)	(4,575,490)	(333,070)	0	0	
21,500	Recharged Departmental & Overhead Accounts	246,960	246,960	0	21,500	0	
=====							
(308,700)	Capital Total	4,024,570	4,174,010	3,170,313	(1,228,200)	(919,500)	
=====							

Notes:

1. This excludes sheltered housing and manual workers in the Housing and Environmental Services Department and capital charges which are reversed out in the General Fund summary.
2. This includes office accommodation at Cambourne and the depot at Landbeach but it excludes capital charges, which are reversed out in the General Fund summary and departmental recharges as the cost is already included in Departmental Accounts. It also includes Central Expenses and Central Support Services.
3. General Fund gross expenditure on services excluding recharges, capital charges and capital financing.



Performance Management Portal



- Home
- Corporate Plan
- Corporate Areas
- LAA
- PI's
- Searches
- Cabinet Menu
- Reporting Menu
- Admin Area

Cllr Ray Manning



Cllr Simon Edwards



Cllr Mrs Sue Ellington



Cllr Tom Bygott



Cllr Dr David Bard



Cllr Nick Wright



Cllr Tim Wotherspoon



Cllr Mark Howell



- On Target
- Keep Under Review
- Intervention Required
- Incomplete Data

This page is left blank intentionally.

SOUTH CAMBRIDGESHIRE DISTRICT COUNCIL

REPORT TO: Policy and Performance Portfolio Holder 11 March 2010
AUTHOR/S: Corporate Manager (Community and Customer Services)

2009/10 SERVICE PLAN MILESTONES QUARTERLY REPORT

Purpose

1. To provide an update on performance on Service Plan actions for 2009/10. This is not a key decision.

Background

2. Performance against actions set out in the 2009/10 Community & Customer Services Service Plan are monitored by the Policy & Performance Portfolio Holder on a quarterly basis.

Considerations

3. A standard report as generated by CorVu is attached as **Appendix A** and overall shows strong performance across most of the PI's and actions in the Service Plan.
4. It should be noted that the CorVu report under Appendix A refers to the whole Community & Customer Services Service Plan. Policy & Performance is one part of this service and therefore the performance detailed under 3.2. refers to the actions on page 3 of Appendix A onwards.
5. Performance can be summarised as follows:

9-month Performance (As at December 2009)			2009/10 Projected Performance (i.e. Estimate for March 31 st 2010)		
RAG	Number	%	RAG	Number	%
Green	35	71.4%	Green	36	73.5%
Amber	8	16.3%	Amber	8	16.3%
Red	6	12.2%	Red	5	10.2%
Grey	-	-	Grey	-	-
Total	49	100%	Total	49	100%

Key to 2009/10 Projected Performance (i.e. Estimate for March 31st 2010)

GREEN – On target
 AMBER – May still be able to achieve the target but it could be slightly missed.
 RED – The target will be missed, unless unforeseen circumstances intervene.
 GREY – CorVu not been updated in time for this report.

6. CorVu indicates that there are currently 5 measures projected to be RED at year end, which are:
 - (a) **PP16 - Annual Place Survey.** This target envisaged Place Surveys taking place annually; however, they remain biennial, therefore no survey has taken place during 2009/10.
 - (b) **PP17 - Budget consultation.** This consultation has now taken place, therefore this indicator will change to green in the last quarter of 2009/10
 - (c) **NI014c - Avoidable contact:** Poor signposting category. The 20% 'target' is an arbitrary figure representing five sub-categories of the overall target of 35% i.e. it represents 20% of the 35% of avoidable contacts. We are currently reviewing these targets to explore more effective, SMARTER, means of

measurement. 32% of contacts fell into category B, though this could be attributable to fewer falling into the other four categories. The key indicator here is the overall % of avoidable contacts which, at 29%, is exceeding the target of 35%.

- (d) **PP25 - Review of Customer Services Strategy** - Delayed due to priority of Customer Service Excellence project. The strategy will now be reviewed as part of the project itself, during 2010-11.
- (e) **SX053 - Public participation at Scrutiny and Overview Committee** - This represents a Q3 actual and year-end estimate of performance; however, following a positive response to a recent consultation, the annual target of 45 has been met and surpassed (60).

Implications

7. Financial	None.
Legal	None.
Staffing	None.
Risk Management	The review of key actions forms part of the risk management process in Policy & Performance.
Equal Opportunities	None.

Consultations

8. None.

Effect on Strategic Aims

9.	Commitment to being a listening council, providing first class services accessible to all.
	Commitment to ensuring that South Cambridgeshire continues to be a safe and healthy place for all.
	Commitment to making South Cambridgeshire a place in which residents can feel proud to live.
	Commitment to assisting provision for local jobs for all.
	Commitment to providing a voice for rural life.
	The Policy & Performance team support the delivery of all 5 aims.

Conclusions

10. Performance against specific actions set out in the 2009/10 Community & Customer Services Service Plan are monitored by the Policy & Performance Portfolio Holder on a quarterly basis. Current performance, at both the 9 monthly point and projected out-turn, is strong.

Recommendations

11. The Portfolio Holder is invited to note the report.

Background Papers: the following background papers were used in the preparation of this report:

None

Contact Officer: Paul Howes – Corporate Manager (Community and Customer Services)
Telephone: (01954) 713351

Scorecard Performance Detail Report

Measure Name	Frequency	Responsible Officer	Council Source	Unit of Measure	Current Performance		End of Year Performance		
					Target	Actual	YTD Actual	End of Year Target	Estimate
Scorecard : Community and Customer Services 09/10									
Aim : Communications									
Approach : Internal communication systems									
C4 - Monthly Corporate Brief	QUARTERLY	Georgina Hayward	Georgina Hayward	Percentage	75	75		100	100
SX056 - Staff who feel well informed	YEARLY	Georgina Hayward	Georgina Hayward	Percentage	75	63		75	63
Approach : Plain English Guidance									
C1 - Plain English guidance	QUARTERLY	Georgina Hayward	Georgina Hayward	Percentage	100	100		100	100
Approach : Traditionally less heard residents									
C2 - Equalities best practice in South Cambs magazine	QUARTERLY	Georgina Hayward	Georgina Hayward	Percentage	100	80		100	100
C3 - Corporate publications meet corporate equality guidelines	QUARTERLY	Georgina Hayward	Georgina Hayward	Percentage	50	100		100	100
Approach : Valued Council services									
C5 - Residents who value South Cambs Magazine	YEARLY	Georgina Hayward	Georgina Hayward	Percentage	100	75		100	75
Aim : Elections									
Approach : Electoral performance standards									
E1 - % Uncontested May ward elections	YEARLY	Laura Lock	Laura Lock	Percentage	100	95		100	95

Scorecard Performance Detail Report

Measure Name	Frequency	Responsible Officer	Council Source	Unit of Measure	Current Performance		End of Year Performance		
					Target	Actual	YTD Actual	End of Year Target	Estimate
SX001 - % election turnout in May	YEARLY	Laura Lock	Laura Lock	Percentage	43	41.35		43	41.35
SX002 - % annual canvass forms returned	YEARLY	Laura Lock	Laura Lock	Percentage	99	98		99	98
Aim : Partnerships									
Approach : Anti-social behaviour									
NI017 - Perceptions of anti-social behaviour	YEARLY	Gemma Barron	Neil Weston	Percentage	9.8	12.2		9.8	12.2
NI021 - Dealing anti-social behaviour concerns	YEARLY	Gemma Barron	Neil Weston	Percentage	28.8	26.7		28.8	26.7
NI027 - Concerns about anti-social behaviour	YEARLY	Gemma Barron	Phil Aldis	Percentage	25.3	27.5		25.3	27.5
Approach : Community Engagement Strategy									
NI004 - Peoples influence over decisions	YEARLY	Gemma Barron	Gemma Barron	Percentage	34	33.6		34	33.6
PA1 - Community Engagement Strategy adoption	QUARTERLY	Gemma Barron	Neil Weston	Percentage	100	100		100	100
Approach : Council 2009/10 Action									
ACTION 03 - Hard-to-reach and vulnerable residents	QUARTERLY	Gemma Barron	Gemma Barron	Percentage	80	75		100	95
ACTION 04 - Advice at events in 20 villages	QUARTERLY	Gemma Barron	Gemma Barron	Percentage	16	14		20	20
ACTION 07 - Anti Social Behaviour Working Group	QUARTERLY	Gemma Barron	Philip Aldis	Percentage	75	100		100	100
ACTION 08 - CCTV in the District	QUARTERLY	Gemma Barron	Philip Aldis	Percentage	70	80		100	100
ACTION 09 - Fear of Crime 09/10 Survey	QUARTERLY	Gemma Barron	Philip Aldis	Percentage	50	50		100	100
ACTION 29 - Three Parish Plans produced	QUARTERLY	Gemma Barron	Gemma Barron	Percentage	75	100		100	100
ACTION 30 - Meetings with Parish Councils	QUARTERLY	Gemma Barron	Gemma	Percentage	66	66		100	100

Scorecard Performance Detail Report

Measure Name	Frequency	Responsible Officer	Council Source	Unit of Measure	Target	Current Performance		End of Year Performance	
						Actual	YTD Actual	End of Year Target	Estimate
ACTION 31 - PFH attendance at other Parish Council meetings	QUARTERLY	Gemma Barron	Barron Gemma Barron	Percentage	66	29		100	50
ACTION 33 - Community Transport Plan by March 2010	QUARTERLY	Gemma Barron	Kathryn Hawkes	Percentage	80	85		100	100
Approach : Creating sustainable communities									
SX057 - % SCS PIs on target (i.e. GREEN)	QUARTERLY	Gemma Barron	Gemma Barron	Percentage	80			80	
Approach : Crime and the fear of crime									
NI016 - SCDC - Serious acquisitive crime rate - South Cambs	QUARTERLY	Gemma Barron	Neil Weston	Percentage	3.03			12.11	
SX008 - Feelings of safety during the night	YEARLY	Gemma Barron	Philip Aldis	Percentage	65	68		65	68
Approach : Parish Councils									
SX016 - Villages with Parish plans	QUARTERLY	Gemma Barron	Gemma Barron	Number	24	26		25	26
Approach : The Third Sector									
NI007 - CC - Environment for a thriving third sector - All Cambs	YEARLY	Jo Mills	Ian Salter	Percentage	19.2	15.3		19.2	15.3
Aim : Policy and Performance Team									
Approach : Capacity & structures for equalities									
PP32 - Equalities communication strategy	QUARTERLY	Paul Williams	Paul Williams	Percentage	75	75		100	100

Scorecard Performance Detail Report

Measure Name	Frequency	Responsible Officer	Council Source	Unit of Measure	Current Performance		End of Year Performance		
					Target	Actual	YTD Actual	End of Year Target	Estimate
Approach : Community Cohesion									
NI001 - % of people from different backgrounds get on well	YEARLY	Paul Williams	Ian Salter	Percentage	81	82.4		81	82.4
Approach : Comprehensive Equalities Policy									
PP31 - Level 2 of Equality Standard	QUARTERLY	Paul Williams	Paul Williams	Percentage	100	100		100	100
Approach : Consultation & customer satisfaction surveys									
PP16 - Annual Place Survey	QUARTERLY	Richard May	Richard May	Percentage	50	0		100	0
PP17 - Consultation on the 10/11 budget	QUARTERLY	Richard May	Richard May	Percentage	100	0		100	0
Approach : Corporate Aims and values									
PP1 - Values Project Plan	QUARTERLY	Richard May	Richard May	Percentage	100	100		100	100
PP2 - Review of 3 As	QUARTERLY	Richard May	Richard May	Percentage	100	100		100	100
PP28 - Values project plan	QUARTERLY	Richard May	Richard May	Percentage	100	100		100	100
PP4 - % of Service Plans agreed by March 31st	YEARLY	Richard May	Richard May	Percentage	100	83		100	83
Approach : CorVu performance management system									
PP18 - Performance Management system (CorVu)	QUARTERLY	Ian Salter	Ian Salter	Percentage	75	75		100	100
Approach : Council 2009/10 Action									
ACTION 01 - Resident user groups	QUARTERLY	Paul Knight	Paul Knight	Percentage	75	75		100	100
ACTION 05 - Satisfaction surveys	QUARTERLY	Paul Knight	Paul Knight	Percentage	70	70		100	100
ACTION 15 - Revised Gypsy & Travellers policy	QUARTERLY	Paul Williams	Paul Williams	Percentage	100	90		100	100

Scorecard Performance Detail Report

Measure Name	Frequency	Responsible Officer	Council Source	Unit of Measure	Current Performance		End of Year Performance		
					Target	Actual	YTD Actual	End of Year Target	Estimate
Approach : Council Aims, Approaches and Actions									
PP13 - Cabinet development of Council Actions for 10/11	QUARTERLY	Richard May	Richard May	Percentage	100	100		100	100
PP14 - 3 As reflected in 10/11 Service Plans	QUARTERLY	Richard May	Richard May	Percentage	75	75		100	100
Approach : Equalities and diversity									
PP10 - Equalities actions in 10/11 service Plans	QUARTERLY	Paul Williams	Paul Williams	Percentage	100	85		100	100
PP11 - Assessment of Level 2 Equalities and Diversity achievement	QUARTERLY	Paul Williams	Paul Williams	Percentage	100	100		100	100
PP12 - Up to date equality schemes.	QUARTERLY	Paul Williams	Paul Williams	Percentage	100	100		100	100
PP8 - Equality Standard achieved	QUARTERLY	Paul Williams	Paul Williams	Number	2	2		2	2
PP9 - Equalities impact assessments	QUARTERLY	Paul Williams	Paul Williams	Number	35	43		40	60
Approach : Equalities issues									
NI140 - SCDC - Fair treatment by local services - South Cambs	YEARLY	Paul Swift	Paul Knight	Percentage	78.9	77.5		78.9	77.5
Approach : Improve customer service									
NI014 - SCDC - Avoidable customer contact - South Cambs	QUARTERLY	Paul Swift	Paul Knight	Percentage	35	29		35	30
NI014a - SCDC- Unnecessary clarification category - South Cambs	QUARTERLY	Paul Swift	Paul Knight	Percentage	20	25		20	25
NI014b - SCDC - Poor signposting, or poor call transfer category - South Cambs	QUARTERLY	Paul Swift	Paul Knight	Percentage	20	32		20	30
NI014c - SCDC - Repeat notification	QUARTERLY	Paul Swift	Paul Knight	Percentage	20	6		20	10

Scorecard Performance Detail Report

Measure Name	Frequency	Responsible Officer	Council Source	Unit of Measure	Current Performance		End of Year Performance		
					Target	Actual	YTD Actual	End of Year Target	Estimate
category - South Cambs									
NI014d - SCDC - Progress chasing category - South Cambs	QUARTERLY	Paul Swift	Paul Knight	Percentage	20	36		20	30
NI014e -SCDC - Repeat contact category - South Cambs	QUARTERLY	Paul Swift	Paul Knight	Percentage	20	4		20	5
PP23 - Recording scheme for NI014	QUARTERLY	Paul Knight	Paul Knight	Percentage	100	100		100	100
SX006 - Customer satisfaction - Cambourne reception	QUARTERLY	Paul Swift	Paul Knight	Percentage	90	100		90	90
SX046 - Cambourne reception - Satisfaction with welcome	QUARTERLY	Paul Swift	Paul Knight	Percentage	90	93		90	100
SX047 - Cambourne reception - Satisfaction with room availability	QUARTERLY	Paul Swift	Paul Knight	Percentage	90	100		90	100
SX048 - Cambourne HQ - % customers seen within 10 mins	QUARTERLY	Paul Swift	Paul Knight	Percentage	90	80		90	90
SX058 - % Complainants receiving apology	QUARTERLY	Paul Swift	Paul Knight	Percentage	100	100		100	100
Approach : Improve the scrutiny function									
PP29 - Scrutiny topics and task & finish groups	QUARTERLY	Jackie Sayers	Jackie Sayers	Percentage	100	100		100	100
Approach : LAA targets									
PP19 - LAA targets inclusion in 10/11 Service Plans	QUARTERLY	Gemma Barron	Ian Salter	Percentage	75	75		100	100
Approach : Performance Improvement Group (PIG)									
PP22 - Visible performance management and rewards	QUARTERLY	Paul Swift	Ian Salter	Percentage	50	75		100	100
Approach : Performance management framework									
PP5 - CAA performance management	QUARTERLY	Paul Swift	Ian Salter	Percentage	50	50		100	100

Scorecard Performance Detail Report

Measure Name	Frequency	Responsible Officer	Council Source	Unit of Measure	Current Performance		End of Year Performance		
					Target	Actual	YTD Actual	End of Year Target	Estimate
Approach : Performance Management strategy									
PP21 - Performance management strategy	QUARTERLY	Paul Swift	Ian Salter	Percentage	50	100		100	100
Approach : Service First									
PP24 - Customer Service Excellence Standard	QUARTERLY	Paul Swift	Paul Knight	Percentage	100	100		100	100
PP25 - Customer Service Strategy	QUARTERLY	Paul Swift	Paul Knight	Percentage	100	0		100	0
PP26 - Improved complaints system	QUARTERLY	Paul Swift	Paul Knight	Percentage	75	90		100	100
PP27 - Customer Service Training	QUARTERLY	Paul Swift	Paul Knight	Percentage	60	80		100	100
Approach : Service reviews									
PP30 - Service reviews programme	QUARTERLY	Paul Howes	Paul Howes	Percentage	100	60		100	60
Approach : The Corporate Plan									
PP15 - Publish the annual Corporate Plan	YEARLY	Paul Swift	Paul Swift	Percentage	100	80		100	80
Approach : The Health Card									
PP20 - Health Card development	QUARTERLY	Ian Salter	Ian Salter	Percentage	75	75		100	100
Approach : The Scrutiny Committee									
PP6 - Scrutiny Members in training & development	QUARTERLY	Jackie Sayers	Jackie Sayers	Number	25	29		45	34
PP7 - Members involved in scrutiny	QUARTERLY	Jackie Sayers	Jackie Sayers	Number	18	22		29	22
SX052 - % Scrutiny recs accepted by Cabinet	QUARTERLY	Jackie Sayers	Jackie Sayers	Percentage	90	90		90	90
SX053 - Public participation in Scrutiny Committee work	QUARTERLY	Jackie Sayers	Jackie Sayers	Number	30	20		45	20

This page is left blank intentionally.

Forward Plan **Policy and Performance**
Inc: Performance Management, Customer Service, Value for Money

Date of Portfolio Holder Meeting	Agenda Item	Key Purpose	Corporate Manager(s)	Responsible Officer(s)
13-May-10	Performance indicators full year report 2009 -2010 Service plan improvement milestones full year report 2009 - 2010	Discussion		
Jul-10	Financial Performance full year report 2009-2010	Monitoring	Alex Colyer	Sally Smart
Unscheduled	National Indicators: The New Performance Framework for Local Authorities and Local Authority Partnerships Performance Improvement Strategy		Paul Howes	Ian Salter
		Y	Paul Howes	

This page is left blank intentionally.