

A meeting of the **CABINET** will be held in **CABINET ROOM, PATHFINDER HOUSE, ST MARY'S STREET, HUNTINGDON PE29 3TN** on **THURSDAY, 27 MAY 2004** at **11:30 AM** and you are requested to attend for the transaction of the following business:-

  
**Contact**  
**(01480)**

## **APOLOGIES**

### **1. MINUTES**

To approve as a correct record the Minutes of the Meeting held on 6<sup>th</sup> May 2004.

**Mrs H Lack**  
**388006**

### **2. CUSTOMER FIRST CONTACT CENTRE - RECRUITMENT AND RETENTION STRATEGY**

(a) To consider a report by the Overview and Scrutiny Panel (Service Delivery and Resources) regarding their deliberations on the proposed Recruitment and Retention Strategy for the Customer First Contact Centre.

**A Roberts**  
**388009**

(b) To consider a report by the Director of Operational Services presenting a proposed Recruitment and Retention Strategy for the Customer First Contact Centre.

**Mrs E Wilson**  
**388301**

**[The comments from the meeting of the Employment Panel held on 24<sup>th</sup> May 2004 will be reported at the Cabinet meeting].**

### **3. REPAYMENT OF LOANS MADE FOR REPAIR / REFURBISHMENT OF PRIVATE SECTOR HOUSING**

To consider a report by the Head of Housing Services outlining the estimated rate at which loans made under the Council's Repair Assistance Policy will be repaid to the Council.

**S Plant**  
**388240**  
**Ms J Barrett**  
**388203**

### **4. HOMELESSNESS - PRIVATE SECTOR LEASE SCHEME**

To consider a report by the Head of Housing Services seeking approval to increase the number of properties within the Private Sector Lease Scheme with King Street Housing Society.

**J Collen**  
**388220**  
**S Plant**  
**388240**

**5. GOVERNANCE ISSUES**

To consider a report by the Head of Administration outlining proposals to establish a Corporate Governance Panel for the Council.

**R Reeves  
388003**

**6. MONITORING OF THE CAPITAL PROGRAMME 2003/04**

To consider a report by the Head of Financial Services on progress of the 2003/04 programme.

**S Couper  
388103**

**7. TREASURY MANAGEMENT INVESTMENT PERFORMANCE**

To consider a report by the Head of Financial Services on levels of performance achieved by the Fund Managers during the quarter ending 31<sup>st</sup> March 2004.

**S Couper  
388103**

**8. RESPONSE TO DEFRA CONSULTATIONS ON THE UNLAWFUL DISPOSAL OF WASTE**

To consider a report by the Head of Operations presenting the Council's proposed responses to recent consultation documents issued by the Department for Environment, Food and Rural affairs.

**R Ward  
388635**

**9. DISTRICT COUNCIL HEADQUARTERS AND OTHER ACCOMMODATION MEMBERS' ADVISORY GROUP**

To receive a report (TO FOLLOW) of the meeting of the District Council Headquarters and other Office Accommodation Members' Advisory Group held on 19<sup>th</sup> May 2004.

**A Roberts  
388009**

**10. EXCLUSION OF THE PUBLIC**

To resolve:-

that the public be excluded from the meeting because the business to be transacted contains exempt information relating to the financial or business affairs of a particular person, the amount of expenditure to be incurred by the authority under a particular contract for the supply of goods/services, the terms proposed by the Authority in the course of negotiations for a contract for the acquisition or disposal of property or the supply of goods or services and the opinion of counsel in connection with the determination of

any matter affecting the authority.

**11. PURCHASE OF AIR QUALITY MONITORING EQUIPMENT**

To consider a report by the Head of Environmental Health seeking approval to accept a quotation for the purchase of air quality monitoring equipment.

**J Allen  
388281**

**12. COUNCIL HEADQUARTERS AND DEPOT FEASIBILITY STUDY**

To consider a report by the Head of Environment and Transport and the recommendations of the District Council Headquarters and Members Accommodation Advisory Group on the release of funding in the MTP for a feasibility study of the options for the District Council's headquarters and depot accommodation and the appointment of consultants to undertake the study.

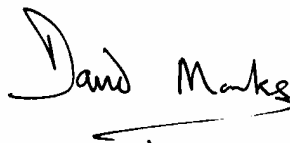
**R Preston  
388340**

**13. PROPOSED DEVELOPMENT OF SAPLEY SQUARE, HUNTINGDON**

To consider a report by the Chief Officer's Management Team updating Members on the current position with regard to the development of Sapley Square and inviting the Cabinet to consider the Contractual and Procurement processes.

**S Couper  
388103**

Dated this 19th day of May 2004



Chief Executive

**Please contact Miss C Harris, Democratic Services Officer, Tel No. 01480 388234 if you have a general query on any Agenda Item, wish to tender your apologies for absence from the meeting, or would like information on any decision taken by the Cabinet.**

**Specific enquiries with regard to items on the Agenda should be directed towards the Contact Officer.**

**Members of the public are welcome to attend this meeting as observers except during consideration of confidential or exempt items of business.**

***Emergency Procedure***

*In the event of the fire alarm being sounded and on the instruction of the Meeting Administrator, all attendees are requested to vacate the building via the closest emergency exit and to make their way to the base of the flagpole in the car park at the front of Pathfinder House.*

## HUNTINGDONSHIRE DISTRICT COUNCIL

MINUTES of the meeting of the CABINET held in the Cabinet Room, Pathfinder House, St Mary's Street, Huntingdon on Thursday, 6th May 2004

PRESENT: Councillor D P Holley - Chairman

Councillors I C Bates, Mrs J Chandler, Mrs K P Gregory, N J Guyatt, T V Rogers and L M Simpson

APOLOGY: An apology for absence from the meeting was submitted on behalf of Councillor R L Clarke

### **197. COUNCILLOR R L CLARKE**

Having been advised of Councillor R L Clarke's recent admission to hospital, the Cabinet expressed their good wishes for his speedy recovery.

### **198. ACORN COMMUNITY HEALTH CENTRE, SAPLEY SQUARE WEST - PROCUREMENT AND CONTRACTUAL ISSUES**

The Cabinet noted that this item had been withdrawn from the agenda.

### **199. MINUTES**

The Minutes of the meeting of the Cabinet held on 22nd April 2004 were approved as a correct record and signed by the Chairman.

### **200. URBAN DESIGN FRAMEWORK FOR LAND AT CHEQUERS COURT, HUNTINGDON**

A report by the Head of Planning Services was submitted (a copy of which is appended in the Minute Book) to which was attached a copy of a proposed Urban Development Framework relating to the redevelopment of land at Chequers Court, Huntingdon.

With regard to the policy framework, the Cabinet were reminded that the Licensing and Protection Panel had approved a Taxi Strategy for the District which had identified the need to address the issue of taxi ranks and access in the Chequers Court area.

Having discussed the content of the Framework proposals and stressed the importance of the integration of the Chequers Court redevelopment into other future development proposals in Huntingdon, the Cabinet

RESOLVED

that subject to the amendment of the document to incorporate

the implications of the taxi strategy on the location of ranks within the development area the Framework be approved as a basis for further discussion and consultation

**201. URBAN DESIGN FRAMEWORK, PATHFINDER HOUSE, HUNTINGDON**

Consideration was given to a report by the Head of Planning Services (a copy of which is appended in the Minute Book) to which was appended a copy of a proposed Urban Development Framework relating to possible options identified for the future use of the site now occupied by Pathfinder House in the context of its potential relocation. It was acknowledged that the document formed a basis for discussion and consultation and did not represent a definitive plan for the future of the sites. In that context it was,

RESOLVED

that the Cabinet approve the Framework as a basis for further discussion and consultation.

**202. DEVELOPMENT MASTERPLAN FOR LAND AT PRINCES STREET AND PATHFINDER HOUSE, HUNTINGDON**

With the assistance of a report by the Head of Planning Services (a copy of which is appended in the Minute Book) the Cabinet considered a proposed development Masterplan for land at Princes Street and Pathfinder House, Huntingdon.

Members were reminded that Supplementary Planning Guidance had previously been approved for the Princes Street/George Street area. In view of the limited timescale involved prior to the inclusion of the Masterplan in a further draft Supplementary Planning Guidance for consultation, it was

RESOLVED

- (a) that the Masterplan be approved as the basis for further discussion and consultation; and
- (b) that the Executive Councillor for Planning Strategy be authorised to approve the content of the draft Supplementary Planning Guidance for consultation.

**203. DISTRICT COUNCIL HEADQUARTERS AND OTHER OFFICE ACCOMMODATION MEMBERS' ADVISORY GROUP**

The Cabinet received a report of the meeting of the District Council's Headquarter and Other Office Accommodation Members' Advisory Group (a copy of which is appended in the Minute Book).

**204. ANTI-SOCIAL BEHAVIOUR ACT 2003**

Consideration was given to a report by the Director of Operational Services (a copy of which is appended in the Minute Book) on the implications for the Council on the Anti-Social Behaviour Act 2003.

Whilst the Act extended the powers of the Council to deal with anti-social behaviour in the District, Members expressed concern that little additional funding was likely to be made available by the Government to assist in the implementation of the Act and to meet rising public expectations for the active use of the new measures by the Council. Under the circumstances Members requested the submission of a progress report after twelve months had elapsed, explaining the impact of the legislation on the Council's resources.

#### RESOLVED

- (a) that delegated authority be given to the Chief Executive or in his absence the Director of Operational Services, after consultation with the Executive Councillor for Environment, under Part 1 of the Anti-Social Behaviour Act relating to the closure of premises where drugs are used unlawfully;
- (b) that delegated authority be given to the Chief Executive or in his absence the Director of Operational Services, after consultation with the Executive Councillor for Environment, under Part 4 of the Anti-Social Behaviour Act 2003 to respond to requests to designate areas for the purpose of dispersal of groups;
- (c) that delegated authority be given to the Director of Operational Services or in her absence the Head of Operations Division, after consultation with the Executive Councillor for Environment, under Section 48 of the Anti-Social Behaviour Act 2003 to issue graffiti removal notices and recover expenditure;
- (d) that delegated authority be given to the Director of Operational Services or in her absence the Head of Operations Division, after consultation with the Executive Councillor for Environment under Section 56 of the Anti-Social Behaviour Act 2003 to enter land to clear litter and to recover expenditure;
- (e) that delegated authority be given to the Director of Operational Services or in her absence the Head of Planning Services or Head of Operations Division, after consultation with the Executive Councillor for Environment under Part 8 of the Anti-Social Behaviour Act 2003 to issue orders to remedy problems associated with high hedges, to enter neighbouring land to carry out functions under the Act and to undertake any other subsequent works necessary to implement this part of the Act; and
- (f) that a further report be submitted to the Cabinet after twelve months containing an update on progress in the implementation and impact on resources of the Anti-Social Behaviour Act 2003.

#### **205. ENTERTAINMENT ON COUNCIL OWNED LAND**

With the assistance of a report by the Head of Administration (a copy of which is appended in the Minute Book) the Cabinet considered the procedure to be undertaken with regard to entertainment events that are to be held on Council owned land. With a view to consultation with nearby residents on applications for entertainment in such circumstances and in the absence of a suitable mechanism currently, it was

**RESOLVED**

- (a) that the promotion of musical events on Council land or the letting of land for this purpose continue to be subject to the same process of consultation and consideration as a public entertainments application;
- (b) that the Director of Central Services (or in his absence the Head of Administration) be authorised to determine an application; and
- (c) that where adverse comments are received, the Applications Sub Group of the Licensing and Protection Panel be authorised to formulate recommendations to the Director of Central Services (or in his absence the Head of Administration) as to the determination of the application.

**206. SUNBEDS**

The Cabinet considered a report by the Overview and Scrutiny Panel (Service Delivery and Resources) on the outcome of a study on the use of sunbeds at the jointly provided Leisure Centres in the District (a copy of which is appended in the Minute Book). The Panel had received representations from Huntingdonshire PCT's Director of Public Health, as well as the Executive Councillor for Leisure and relevant officers, as a result of which the Panel had concluded -

- ◆ that they were satisfied with the current health and safety policy for the use of sunbeds at the Leisure Centres;
- ◆ that, on balance, and in order to provide the public with high quality facilities, they did not consider that sunbeds should be withdrawn from the Leisure Centres;
- ◆ that, in the light of increasing public awareness of the dangers of sunbeds and the associated decline in their usage, and in advance of them ceasing to be financially viable, consideration should be given to replacing the sunbeds with other uses; and
- ◆ that consideration should be given to prohibiting smoking in all Council owned or operated public premises.

Following consideration, the Cabinet

**RESOLVED**

- (a) that the continued provision of sunbeds at the joint provision Leisure Centres in the District in an environment where national guidance on health and safety are strictly adhered to be endorsed;



- (b) that the Leisure Centres Management Committees be requested to consider providing alternative facilities to sunbeds as they cease to be financially viable; and
- (c) that the question of smoking at Leisure Centres be referred for consideration at the Leisure Centres Joint Chairmen's meeting and a subsequent report submitted to the Cabinet in due course.

**207. QUARTERLY SUMMARY OF DEBTS WRITTEN-OFF**

The Cabinet received and noted a report by the Head of Revenue Services (a copy of which is appended in the Minute Book) summarising debt which has been written off as irrecoverable during the period January to March 2004.

**208. SAPLEY SQUARE, HUNTINGDON: PROPOSED REDEVELOPMENT: - PROFESSIONAL SERVICES**

With the assistance of a report by the Director of Operational Services (a copy of which is appended in the Minute Book) the Cabinet was acquainted with the arrangements for securing the necessary professional services for phase 2 of the Sapley Square redevelopment in Huntingdon.

The Cabinet noted that as a result of the physical proximity of the two phases, it would be impractical to instruct different contractors for each phase. Having been advised that the Office of the Deputy Prime Minister had no objection, in principle, to that arrangement, the Cabinet

**RESOLVED**

- (a) that the Director of Operational Services be authorised to secure, using the "single tender" procedure contained in the Code of Procurement, the services of Messrs Macmon and Dudley Smith in connection with the Sapley Square project; and
- (b) that the Director of Operational Services be authorised to secure the necessary Clerk of Work services using an approach that delivers best value for money for the Council.

Chairman

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CABINET

27<sup>TH</sup> MAY 2004

**CUSTOMER FIRST CONTACT CENTRE –  
RECRUITMENT & RETENTION STRATEGY  
(Report by the Overview and Scrutiny Panel (Service Delivery and  
Resources))**

**1. PURPOSE**

- 1.1 The purpose of this report is to acquaint Executive Councillors with the deliberations of the Overview and Scrutiny Panel (Service Delivery and Resources) on the Customer First Contact Centre – Recruitment and Retention Strategy.

**2. THE STRATEGY**

- 2.1 At their meeting held on 2nd March 2004, the Overview and Scrutiny Panel (Service Delivery and Resources) requested sight of the Customer First Contact Centre – Recruitment and Retention Strategy prior to its submission to the Cabinet. A Report subsequently was submitted to the Panel on 4th May 2004. In attendance was the Executive Councillor with responsibility for Resources, Welfare and Information Technology, Councillor L M Simpson.
- 2.2 The Panel discussed a range of matters concerning the Contact Centre. In expressing their concern at the proposed staffing structure Members queried the management arrangements and, in particular, what they perceived to be a high number of Officers in management positions overseeing a relatively small number of employees.
- 2.3 With regard to the operation of the Contact Centre the Panel recommended that to give the Council the flexibility to extend its opening hours to meet the needs of the service the contracts of employment of post holders should include a clause stating that the shift structure could be changed.
- 2.4.1 The Panel also discussed the operation of the Contact Centre more generally. Members were of the opinion that the term "Contact Centre" implied that personal visits could be made by members of the public to Speke House, St Ives. In order to prevent confusion it was suggested that the term "Call Centre" should be adopted.

**3. CONCLUSION**

- 3.1 Subject to the comments outlined above the Panel endorsed the Customer First Contact Centre – Recruitment and Retention Strategy for adoption.

**BACKGROUND DOCUMENTS**

Minutes and Reports of the meeting of the Overview and Scrutiny Panel (Service Delivery and Resources) held on 4th May 2004

**Contact Officer: Mr A Roberts, Democratic Services**  
 **01480 388009**



**CUSTOMER FIRST CONTACT CENTRE –  
RECRUITMENT & RETENTION STRATEGY  
(Report by Director of Operational Services)**

**1. PURPOSE**

- 1.1 To present for approval the Contact Centre Recruitment and Retention Strategy for the Customer First Programme.
- 1.2 To request the appointment of staff for the Customer Contact Centre.

**2. BACKGROUND**

- 2.1 In 2003, the Cabinet approved the Customer First Strategy for implementation in 2003. As part of that Strategy, the Council is developing a Customer Contact Centre at Speke House, St Ives. It is also considering a single Customer Service Centre in Huntingdon as part of the work on the future of Pathfinder House.
- 2.2 In developing the Customer First Programme, it is necessary to develop a Recruitment and Retention Strategy. This one is for the Contact Centre. Further work will be needed for the Customer Service Centre.

**3. DISCUSSION**

- 3.1 The Draft Strategy for Recruitment and Retention is attached at Annex A to this report. The Strategy sets out the approach, scope, required activities and key issues relating to all of the personnel issues including:

- Guiding principles
- Working patterns
- Staff structure
- Timescales
- Conditions of Service
- Training Plan
- Policies & Procedures

Job descriptions and person specifications will be available from the Personnel Division.

3.2 As part of these proposals it is recommended that the following posts are approved:

- Contact Centre Manager
- Training Officer
- Business Support Officer
- Team Leader
- 10 Agents

3.3 Recruitment of the Contact Centre Manager will need to be within the next 3 months. It is considered essential to recruit this post to help the District Council to plan and implement the Contact Centre and so is needed well before the Centre 'goes live'. The other posts will be advertised later in the year when the opening date for the Contact Centre is closer.

3.4 The costs for all these posts can be met from within the existing MTP Customer First Budget.

#### **4. RECOMMENDATION**

4.1 That Cabinet:

- (a) Approve the Customer First Recruitment & Retention Strategy.

#### **BACKGROUND INFORMATION**

- Customer First Strategy
- MTP

**Contact Officer: Elizabeth Wilson, Director of Operational Services**  
**☎ 01480 388301**

# **CUSTOMER FIRST – RECRUITMENT & RETENTION STRATEGY**

## **EXECUTIVE SUMMARY**

### **1. OBJECTIVES OF THE CONTACT CENTRE**

The District Council is establishing a Contact Centre to improve the telephone-based services provided to our customers by:

- extending our opening hours
- employing customer contact service agents who can provide a wide range of information on a number of services to enable people to get the information straight away.

To do this the Council is committed to a recruitment and retention strategy that provides a high level of staff capability and morale. Training will be provided to enable our employees to have the skills and aptitude to do the job well and we will provide a Contact Centre which gives a positive working environment.

The Contact Centre will be open:

Monday to Friday – 08:00 to 18:00  
Saturdays – 09:00 to 13:00

In terms of working patterns, we will recruit a mix of full and part time staff, who will work the hours that best balances call demand requirements and staff needs. The actual split will be decided through consultation between the project team, contact centre manager and Personnel. The actual shift patterns and individual hours will be determined by the contact centre management team and staff during the implementation period.

### **2. RECRUITMENT**

We want the best people for the Contact Centre so we will:

- Advertise the posts internally and externally.
- Provide training opportunities for existing HDC staff so that if they want to apply they have every opportunity to do so and have the right skills.
- Provide support for existing staff whose jobs may change as part of the Contact Centre.

Communication of this Strategy to staff and an early communication concerning how roles will be affected will be key activities.

We need to recruit the Contact Centre Manager, Trainer, Business Support Manager, one team leader and 10 FTE agents for the opening of the contact centre. The Manager needs to be recruited soon to lead on the initial implementation of the centre. The other posts will be filled nearer the go live date. Further posts will then be required as subsequent transactions are introduced.

### **3. RETENTION**

We will want to ensure that the working patterns in the Contact Centre are developed to suit a range of needs of both customers and staff, including flexible shifts and part time work.

We will ensure appropriate and on-going training and development for the staff, with clear and fair performance targets focusing on service quality and customer satisfaction. In particular we will:

- Adopt an inclusive management style through open communication, staff representative forums and increased one-to-one feedback.
- Focus on providing a quality service.
- Focus on training and employee development.
- Find out people's long-term ambitions and why they have applied for a job in a contact centre to make sure we recruit people who are less likely to get bored and move on.
- Organise the workload so that staff have a degree of job and task variety. The Transaction Delivery Project is already taking an approach to the phasing of services such that agents will be dealing with a range of transactions from across a number of services.
- Multi-skill staff in a wide range of services
- Potentially move staff between customer service roles (once we have a Customer Service Centre).
- Allow the new Contact Centre Team a big say in the development of their own working culture.



**CONTACT CENTRE  
STAFFING, RECRUITMENT & RETENTION STRATEGY  
DRAFT**

**13th May, 2004**

**STAFFING, RECRUITMENT & RETENTION STRATEGY**

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Change Control

Version	Reason for Changes
1.0 – April 2nd	First Draft circulated to Project Board and Directors
1.1 – April 20th	Amended and circulated for approval following feedback from Project Board and Directors.
Scrutiny – April 22nd	Final amendments following People and Facilities Project Board. This Version to be circulated to Scrutiny Panel.
Employment Panel / Cabinet – 1.0 May 13th	Access to all appendices added. Changes made to start up staffing requirements and Finances to reflect 12 FTE agents.
Employment Panel/Cabinet 1.1 May 14 <sup>th</sup>	Appendices added as requested by Charris.

**STAFFING, RECRUITMENT & RETENTION STRATEGY****1. Introduction**

The aim of the Contact Centre Staffing, Recruitment and Retention Strategy is to capture in one place the approach, required activities and issues concerning employees.

It is important to recognise that Contact Centre staff are critical to achieving a successful Contact Centre that will deliver an excellent level of service. Their proper motivation, recruitment, retention, training, reward and health and safety are essential elements of effective use of our Contact Centre.

The Contact Centre staff must also be provided with customer orientated information and support systems in order to deliver the level of service that is desired. It is the outcome of the entire Customer First Programme that will determine the success of the District Council Contact Centre.

To achieve a successful Contact Centre we need to:

- Work in partnership with our employees and their representatives:
  - recognising and valuing the central role of employees in the Contact Centre.
  - having a common understanding of the aims and goals of the Contact Centre.
  - having an agreed work culture (attitudes, beliefs and behaviours) in common with the rest of the Council while recognising this will be a new part of our business that will have some unique characteristics.
  - having a shared commitment to the ongoing training of individuals in the Contact Centre.
  - encouraging and supporting employees to identify and enhance their own skills.
  - having an inclusive relationship between the Contact Centre employees, other employees, their representatives and all other parts of the Council.
  - Consult with ELAG and the Employment Panel.
- Recruit the right people for the right jobs
- Ensure we communicate effectively and sensitively with existing staff and provide them with the opportunities to apply for new jobs or re-deploy them into other roles as appropriate.
- Ensure we continue to provide sufficiently skilled staff to achieve a high level of service through our existing high quality employment standards and equal opportunities policies.

Many of our existing policies and practices (see Section 12) are directly applicable to the Contact Centre, however, there are particular issues that require special attention in this environment.

**2. Opening Hours and Working Patterns****2.1. Opening Hours**

Research on the opening hours of other local authority contact centre services reveals a diverse range of availability. This ranges from 5 day operations (0800: to 17:00) through to others who offer 08:00 to 02:00, Monday to Friday and Saturday mornings.

**The District Council Contact Centre will open with the following hours:**

**Monday to Friday – 08:00 to 18:00**

**Saturdays – 09:00 to 13:00**

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**STAFFING, RECRUITMENT & RETENTION STRATEGY**

The reasons for this are as follows:

- We will better meet customers needs, 54% of our customers (2002 Survey) would like an extension in opening hours. The recommended hours represent a significant increase (44%) over the District Council's current opening hours and are in line with or above the hours offered by most other authorities.
- Through analysis of the data and consultation with the Cambs Direct Management team, there is currently little demand for County or District service beyond these hours. Taking into consideration that many of these customers are also ours, there is little to suggest our customers will be different.
- The low demand beyond 18:00, Monday to Friday and early Saturday afternoon has implications for staff matching, shift patterns and carries additional cost. This should be reviewed in the future but it will be better from both a staff and PR perspective to extend services rather than reduce them.
- The proposed hours for the District Council should prove easier to manage from a shift perspective and also should be more attractive to potential employees.

**2.2. Working Patterns**

The customer-facing nature of the Contact Centre environment requires certainty for managers on the number of employees available to answer and make calls at a particular time of day, and the need to support an extended business day and week.

The associated change in working patterns for employees will need to be worked through against the background of a clear understanding of the business need and call profiles to the services being provided.

Once the business need and call profiles are understood there are a number of potential ways of achieving working patterns that match the business requirements:

- Maintain a flexi-time system with flexi to be worked being agreed at a team level. The team is responsible for ensuring staffing to an agreed level, but they are able to decide which agents work particular hours amongst themselves.
- Some contact centres use a variety of individual staggered shifts to provide the greatest flexibility. This involves full time staff starting their working day across a range of hours – 08:00, 09:00 and 09:30 for example.
- The identification of shifts that are not popular with full time staff or are the busiest can lead to a creation of new posts to cover extended working hours (Saturdays). Recruitment to a wider range of part time shifts (4 or 5 hours) will give greater flexibility to the Contact Centre manager to meet peaks in demand (Mornings).
- Using existing models within the District Council for offering fixed shifts as with our leisure and depot employees

**We will recruit a mix of full and part time staff, who will work the hours that best balances call demand requirements and staff needs. The actual split will be decided through consultation between the project team, Contact Centre manager and Personnel. The actual**

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**STAFFING, RECRUITMENT & RETENTION STRATEGY**

**shift patterns and individual hours will be determined by the Contact Centre management team and staff during the implementation period.**

**3. Communication and Involvement**

**3.1. Contact Centre Employees**

Since they are at the direct link with the customer, Contact Centre employees will often be first to identify solutions to problems or the development of issues that affect performance. They will often have the answer to these problems. It is essential that employees have the ability to contribute ideas and in some cases are also empowered to implement ideas with the support of the Contact Centre management team. This will depend largely on the culture of the Contact Centre

An effective two-way communication process is required which allows for transfer of information. In this way acceptable proposed solutions will often be presented. The key activities measured in the centre should also form a part of the communication process. Employees should fully understand not only what is measured but also why this is done and for what purpose. Communication and involvement in how the work is done are critical to building and maintaining good staff morale.

Also essential will be the communication channels between front and back office. Establishing robust and frequent mechanisms for the Contact Centre management team and their counterparts in the Services to share knowledge, understand each other’s roles and feedback on performance will be important. It will also go some way to establishing the principle of joint ownership of customer service. The role of the business support manager and a network of nominated service contacts will be key to this.

**3.2. Existing District Council Employees**

It is important that we communicate with existing staff. A number of principles emerge in establishing how at this stage of the project we should communicate to staff:

1. There needs to be general communication to all staff concerning the scope of the project, timescales, the nature of the BPR work, how some roles might change and the phasing of services.
2. Separate communication / consultation needs to be focused on staff in line with the phasing of services. These staff will be those involved in the BPR work and the impact of changes to their processes and services should be better understood and more certain. Therefore more detailed and definite information regarding their future roles should be possible.
3. However, it will be possible, as the project progresses, to begin to establish the roles across the organisation that will be impacted as and when elements of their services are transferred into the Contact Centre. This should be extremely useful from a planning perspective, and it should be possible to establish a more accurate picture of affected roles.
4. The tools and mechanisms for communicating to employees should be managed by Personnel and the Customer First Communications Manager.

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**STAFFING, RECRUITMENT & RETENTION STRATEGY**

5. Heads of Service should be consulting with the Personnel Manager if they believe that vacant posts will be impacted by the Contact Centre. Ring fencing, not filling vacancies, and temporary solutions should be considered for these positions.

**The points listed above should be used as inputs into a communication plan to deal specifically with existing staff. The Customer First Communications Manager should produce this in consultation with Personnel. Communication of this Strategy to staff and an early communication concerning how roles will be affected should be key activities.**

**3.3. Proposed Communication Methods**

Some existing employees are also concerned that they may not have the necessary skills that we are seeking in terms of the Contact Centre and Customer Service Centre and may welcome the opportunity to undertake some relevant familiarisation / training so they can, if they wish to compete for those posts. However, they will have a clear advantage in prior Council knowledge over applicants without local government experience. We need to seek ways to keep these employees keen. Some of the methods of keeping existing employees informed and updated will include:

- Publishing the job descriptions once finalised and evaluated with an indication of when the posts would be filled.
- Explaining the recruitment process.
- Through involvement in the Programme activities, in particular the BPR work, staff will gain a far greater understanding of Customer First and also have the opportunity to influence some of the outcomes.
- The continued distribution of regular and relevant Customer First staff briefings, via the Intranet, notice boards and discussed at team briefings. All Activity Managers and Team Leaders should be actively encouraged to raise the content with their staff.
- Organise open sessions with a member of the Customer First Team to discuss the workings of a Contact Centre.
- Organise open sessions with Personnel so that employees can explore what skills they may need in order to be considered for the roles and if there would be any suitable training within the time frames. For example the existing customer service training courses. Any concerns about the recruitment process could also be discussed.
- Evaluating the impact of the business process re-engineering work on existing jobs and ensuring that any changes to roles are reflected in employees job descriptions.
- Trips to existing Contact Centres will be offered to employees interested. The greatest benefit will be derived from visits to Contact Centres that are consistent with our model.
- Once the CRM (Customer Relationship Management) software is under development it may be possible to offer demonstrations in the Corporate Training suite. Sessions could be booked out for employees to see how it would work.
- CuFLink (Customer First Link – An officer liaison group dedicated to the Programme) will be used for general concerns to be raised and responded to.

**4. Employee Retention and Motivation**

Staff feedback from existing Call Centres in the public sector has suggested that the focus on customers has been a positive factor in ensuring that staff are valued and motivated in their work.

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The development of the Contact Centre working environment and culture is something we envisage being a key focus for the Manager, Contact Centre management team and employees. As with all the best examples in industry of the most productive, creative and contented teams the common thread is genuine empowerment and the active involvement of employees in developing their own culture. The Contact Centre team will obviously need support and advice from both Personnel and the Customer First Team to achieve this. This might take the form of finding the resource for facilitating various team building activities and allowing the Contact Centre team the opportunity to visit examples of other “best practice” LA Contact Centres.

**There is no single solution to retaining employees, but we will:**

- **Fully support the new team in determining their own working environment.**
- **Adopt an inclusive management style through open communication, staff representative forums and increased one-to-one feedback.**
- **Our Contact Centre will focus on providing a quality service.**
- **Focus on training and employee development.**
- **Find out people’s long-term ambitions and why they have applied for a job in a Contact Centre to make sure we recruit people who are less likely to get bored and move on.**
- **Organise the workload so that staff have a degree of job and task variety. The Transaction Delivery Project is already taking an approach to the phasing of services such that agents will be dealing with a range of transactions from across a number of services.**
- **Multi-skilling staff in a wide range of services**
- **Potentially moving staff between customer service roles (Once we have a Customer Service Centre).**

**4.1. Staff Performance Management**

We need to ensure that the Contact Centre has targets that are directly linked to the corporate performance management framework. This will be equally true in assessing the performance of Contact Centre staff.

The approach should be balanced and reflect

- Quality objectives – the customer facing nature of the role requires regular feedback from live calls that have been listened to by a team leader.
- The operational objectives of the Contact Centre.
- The business objectives of the Contact Centre.

The need to monitor and manage performance and the associated management information requirements will be included in the statement of requirements for the IT solution.

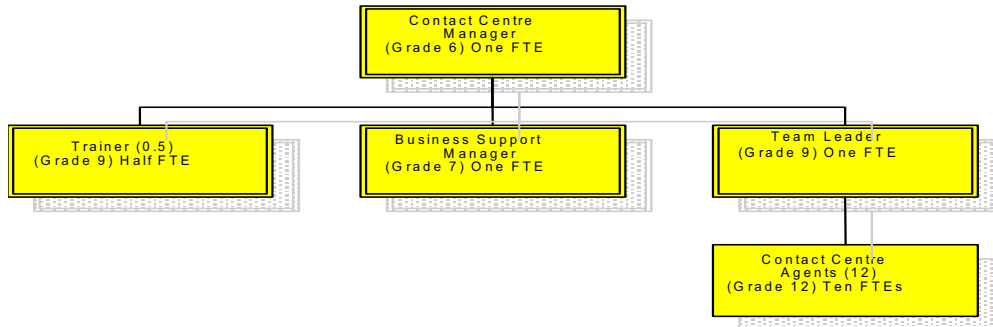
**5. Staff Structures and Budgets**

There are two distinct needs for support for the Contact Centre Manager, firstly during implementation when support and decisions will need to be made regularly and then ongoing support once the service is fully implemented.

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**STAFFING, RECRUITMENT & RETENTION STRATEGY**

Contact Centre Organisational Structure - Start Up



FTE = A full time equivalent for the Contact Centre is defined as a person working 37 hours per week, available 210 days per year and productive for 42 minutes each hour (12 calls per hour). This is based on figures used in the Customer Service Strategy in 2003.

The recruitment to the Contact Centre will be stepped to reflect the phasing of transactions and services over a period of time. Initially we aim to recruit the Contact Centre Manager, followed by the Trainer, and Business Support Manager. One Team Leader and 12 FTE Contact Centre Agents will be recruited later this year 3 months prior to go live. Based on the estimates used in last years Customer Service Strategy we believe this level of staffing could cope with between 150,000 and 200,000 plus calls per annum. This will require further modelling prior to the recruitment of the agents. Additional posts will be recruited as services are transferred. The estimated number of posts at full capacity is 20 FTE agents and 2/3 Team Leaders.

**5.1. Financing The Contact Centre**

**2004/2005**

The following table outlines the approved budget and breakdown for Contact Centre staffing in 2004/5.

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CC Staffing Costs 2004/2005

	Costs (£k) P/A	Actual Pro rata for 2004/5 (£k)	Notes
Total CC Revenue Budget - MTP	£426	£206	
<b>Mgt</b>			
CC Manager	£40	£27	Aug Start - 8 Months
Business Support Manager	£35	£20	Sept Start - 7 Months
Team Leader	£27	£11	Nov Start - 5 Months
Trainer	£15	£6	Nov Start - 5 Months
<b>Sub Total</b>	<b>£102</b>	<b>£65</b>	
<b>Staff</b>			
Cost per Agent	£18	£8	November Start - 3 Months Training prior to "Go Live"
12 FTE agents available from budget	216	90	Mix PT and FT staff.
<b>Sub Total</b>	<b>£216</b>	<b>£90</b>	
<b>Total</b>	<b>£318</b>	<b>£155</b>	

**Long Term**

The net Contact Centre staff budget for future years is set at £297k per annum. This assumes that approximately 10 FTE posts will be lost from the existing structure during the period that the Contact Centre builds to its full capacity. This could take the form of voluntary redundancy, natural wastage or the internal transfer of additional staff (See Section 8). The final structure for the Contact Centre is expected to represent a net increase of 14/15 posts (As budgeted for in the MTP bid). Any potential changes to posts will need to be reported, governed and monitored at programme level.

**We should approve the recruitment of the Contact Centre Manager, Business Support Manager, Trainer (0.5 FTE) one Team Leader and 12 FTE agents for the opening of the Contact Centre. The Contact Centre manager will be recruited first, the other posts will follow prior to opening. Further posts should be recruited as subsequent transactions are introduced. Until COMT confirms the future reporting of the Contact Centre it should report through to the Customer First Programme Manager.**

**6. Job descriptions and Person Specifications**

Included as annexes in this recruitment strategy are the following draft job descriptions:

- Contact Centre Manager                      Grade 6                      Appendix 1
- Trainer (0.5 FTE)                              Grade 9                      Appendix 2
- Support Manager                              Grade 7                      Appendix 3
- Team Leader (3 FTE)                      Grade 9                      Appendix 4
- Contact Centre Agent (Approx 20 FTE)                      Grade 12/11                      Appendix 5

The Trainer post could be shared with the Cambs County Council as their full time post was withdrawn and all their training is outsourced, following discussions this is an area they would be keen to explore with us.

**7. Recruitment Process**

All posts for the initial stage of the Contact Centre will be advertised both internally and externally to ensure that we have the widest possible pool of applicants with relevant experience. We will explore the possibility of using a specialised recruitment service (Such as [www.Capitarecall.co.uk](http://www.Capitarecall.co.uk))

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for the Management appointments and use Personnel Services for recruiting the Contact Centre Agents.

The total recruitment budget for the Contact Centre is split between £30k capital for the initial implementation and then £15k revenue in subsequent years. This should allow for the use of external recruitment expertise if required.

**The Contact Centre Management Team**

The Contact Centre Manager role and Team Leader roles require specialist training, experience and support. Please see the Appendix for the Job Descriptions.

The roles are characterised by:

- Moment by moment management – the need to respond instantly to changing conditions in the Contact Centre – the need to interpret immediately complex management information
- The need to give continuous feedback on performance to staff
- The need to cope with multiple different working patterns
- The need to manage attendance and sick absence so as to provide maximum performance from the Contact Centre.

In addition to the above requirements, the District Council will need to evaluate the skills of individuals against the demands and risks associated with the Contact Centre manager undertaking key project based activities during the initial implementation of the Centre. The aim is to recruit the Manager between 3 and 6 months prior to the “Go Live”. This will enable them to play a key role in agent recruitment, setting up the facility / procedures, building relationships with services and development of the culture. There will also be subsequent development work as more services / transactions are rolled out. This should be a key factor in the selection of the successful candidate

**A detailed selection and evaluation process will be devised to assess the Management and staff candidates against the person specifications and job descriptions. This will involve a wide range of techniques.**

**8. Speke House and Cambridgeshire County Council**

At the end of 2003 the Cabinet approved the decision to use ground floor space at Speke House (subject to the negotiation of requirements and lease), as the temporary accommodation for the District Council’s Contact Centre for a minimum period of 3 years. The final service level agreements and lease arrangements are currently under negotiation and will go to COMT and Cabinet for approval.

There are a number of staffing implications from operating our Contact Centre out of the same building as Cambs County Council and South Cambs DC. It will create some positive opportunities:

- The potential to share District and County staff on a relief basis to cover sickness and absence or unusually high demand. All of which could cause operational disruption. The County council have expressed an interest in this and it could involve a number of nominated staff receiving minimal additional training. It could potentially work through agreements between the two

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management teams, with perhaps the organisation in debit, paying the other at the end of each financial year at an agreed rate.

- The Sharing of a Training post. We have budgeted for a 0.5 FTE Trainer post, the County have expressed an interest in contributing to a full time post.
- The opportunities for sharing knowledge, job shadowing and training will be very beneficial during the implementation and on an ongoing basis.

**It will be essential that good working relationships are established between the County’s and the District Council’s Contact Centre Management and Personnel teams to develop these opportunities. This will also help pre-empt and deal with any issues, some will be inevitable.**

**9. Conditions of Service**

A statement of particulars is shown in Appendix 8 which is based on the standard employee contract.

**9.1. Shift structure**

It is envisaged that we would require a minimum input from part time employees of 18.5 hours per week, this may be increased to 20 hours depending on the shift structure agreed. This would allow for the hours to be broken down easily into full or half shifts and ensure that employees are using the system regularly and receiving constant updates. If the shift structure of 8-6 Monday-Friday and 9-1 on Saturday is adopted then we could include a clause in to the contracts of employment stating that these timings could be changed to meet the needs of the service. Employees will only be contracted to an amount of hours not specific shifts, these requests will be agreed with the Contact Centre Manager and should not be contractual.

It is likely we will need to recruit an approximate 70% to 30% split between full and part timers to provide a combination of shift flexibility and stability.

**10. Training Plan**

The dynamic environment of the Contact Centre requires a constant focus on skills development and training. Training is a vital management tool. An effective training strategy that covers both induction and ongoing development is integral to any successful Contact Centre. This will be developed in full following approval of this Strategy. We will also address the any training needs the Contact Centre creates for staff who work in the back office.

**10.1. Induction training**

This programme is a key influencer in culture emergence and, as such, care should be taken to ensure it results in the desired performance and behaviour. It is important to allow sufficient time for induction training – 3 months prior to Go Live has been scheduled in the plan. At a minimum level our induction programme should cover the topics listed in Appendix 14.

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**STAFFING, RECRUITMENT & RETENTION STRATEGY****10.2. Ongoing Training and Development**

Ongoing training and development is essential to reinforce the initial training message and support continuous improvement. A motivational programme should be implemented, focusing on the learning and personal development of the individual.

Many Contact Centres often refer to their team leaders as coaches, thus highlighting the importance of coaching in managing and developing people. Coaching, skilfully developed, is a powerful management tool that delivers results. Appropriate investment should be made to ensure managers are equipped with the expertise to coach effectively.

Accredited training programmes for Contact Centre staff are available in the form of National Vocational Qualifications (NVQs). Qualifications in both Call Handling and Customer Service have been developed specifically for people working in fast paced service environments and the competencies covered are outlined in Appendix 8. The Call Centre Association (CCA) has developed a rigorous process to approve or accredit specific training offered by suitable external bodies.

**11. Policies and Procedures**

Huntingdonshire District Council has established a number of policies and procedures that are designed to protect employees and set out the standards of behaviour and performance expected from our employees. Employee guidance notes/leaflets are either given at the time of induction, or are available for reference from Personnel or via the Council's Intranet site. Employees must familiarise themselves with these and comply with their requirements – failure to do so may lead to disciplinary action being taken against them and could result in dismissal.

A summary of the District Council's employee procedures can be found in Appendix 13. The following points will be specific to the Contact Centre:

**Health and Safety**

Although regulations and guidance exist which cover office environments, Local Authority Enforcement Officers, the TUC and the Chartered Institute of Environmental Health Officers have all proposed that telephone handling centres present a unique working environment. An initial scoping study, commissioned by HSE, confirmed that greater knowledge of the health risks in the context of call centre work was needed. The study also indicated that some current work practises may have a detrimental effect on the psychological and physical well-being of call centre employees.

As we have decided to use the Cambs Direct building, Speke House, to house our Contact Centre, the physical environment will be managed through the County's Facilities and property divisions. This will be controlled through an SLA with county that will be negotiated as part of the leasing arrangements.

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**Appendices**

**Appendix 1 Job Descriptions**

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**DEPARTMENT:**

**JOB TITLE:** Contact Centre Manager

**POST NO:**

**SALARY GRADE:** Grade 6

**RESPONSIBLE TO:**

**RESPONSIBLE FOR:** Direct Reports: Team Leaders, Support Manager and Training & Development Adviser (5)  
Indirect Reports: Customer Contact Agents (20)

**LOCATION:** Speke House, St Ives

**HOURS:** Full -time (37 hours), you will need to be able to work flexibly in view of the Contact Centre opening hours, Monday to Friday 8am – 6pm, Saturday 9am – 1pm.

**PURPOSE OF POST**

- To develop and manage a team providing high standards of modern customer focused service for the Contact Centre.

Key Areas of Responsibility	Key Requirements
<b>Customer Service</b>	<ul style="list-style-type: none"> <li>• Act as the point of expert support, feedback and guidance for all employees within the Contact Centre</li> <li>• Proactively share knowledge and experiences with all the team</li> <li>• Ensure that quality standards are achieved</li> <li>• Ensure contact monitoring to achieve and promote quality service, improve service processes and resolve customer complaints and escalations</li> </ul>
<b>Communication and Technology</b>	<ul style="list-style-type: none"> <li>• Enabling the development skills of the team on a day to day basis, through the Training &amp; Development Adviser and providing feedback regarding the teams performance and areas for development</li> <li>• Identify and disseminate good and consistent practise across the team</li> <li>• Contribute to improvements to contact handling activities</li> <li>• Produce statistical information as required</li> </ul>
<b>Professional skills</b>	<ul style="list-style-type: none"> <li>• Organise and control the administration of the Contact Centre function, provide an efficient and professional service, taking responsibility for associated budgets.</li> <li>• To determine priorities, monitor and co-ordinate work plans to ensure the provision of high quality front line information and advice that is flexible and accessible.</li> <li>• To review systems and working practices, identifying current and emerging areas of customer need and implement change programme as required</li> </ul>

<p><b>Professional skills</b></p>	<ul style="list-style-type: none"> <li>• To develop and market the activities of the team internally and externally and support and improve service delivery by:             <ul style="list-style-type: none"> <li>- developing and agreeing with service areas and external agencies standards of service delivery to reflect customer needs</li> <li>- developing policies linked to service delivery</li> <li>- developing processes and systems to enhance delivery of service to customers and services</li> </ul> </li> <li>• Create effective working relationships within the team, and with other professionals and agencies</li> <li>• Lead contact handling team and individuals to meet their Key Performance Indicators</li> <li>• Contribute to the selection of contact handling personnel</li> <li>• Create positive work environment that fosters team performance through own work and behaviour</li> <li>• Monitor, analyse and maintain performance</li> <li>• Sustain an effective working environment including relationship with Facilities Management</li> <li>• Ensure that performance metrics are achieved, and provide performance statistics to Line Manager</li> <li>• Provide coaching and mentoring</li> <li>• Conduct performance reviews and assist individuals in drafting and pursuing their personal development plans</li> <li>• Maintain regular communications with team and pursue and communicate continuous improvement initiatives</li> <li>• Identify trends and service expectations</li> <li>• Assist in the development of workflows and procedures and plans, direct, supervise and evaluate workflow</li> <li>• Manage information for action – assess and prioritise risk, ensuring appropriate action and follow up</li> <li>• Support the efficient use of resource</li> <li>• Manage yourself</li> <li>• Demonstrate behaviours required of employees at your level and act in accordance with Huntingdonshire District Council's agreed policy, procedures, values, best practice and the law</li> <li>• Develop the Council's commitment to our Equality Strategy and promote anti-discriminatory practices in all aspects of work undertaken</li> <li>• Assess risk in professional areas covered by role and oversee mitigation by liaising with specialist/professional colleagues</li> <li>• Collate data to inform Government returns</li> <li>• Prepare reports for senior managers and Cabinet in relation to the development and progress of the Contact Centre function</li> <li>• To support the Line Manager in preparing, delivering and reviewing Service Plans</li> </ul>
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**PERSON SPECIFICATION**

**Contact Centre Manager  
Directorate**

**Post no.**

	<b>Essential</b>	<b>Desirable</b>
<p><i>Applicants should be able to demonstrate their ability to meet the following requirements:</i></p>		
<p><b>Qualifications</b></p>	✓	
<p>Overall high standard of education</p>		✓
<p>Professional or Management Qualification</p>		✓
<p>NVQ Customer Services</p>		
<p><b>Experience</b></p>		
<p>Minimum of four year's office experience in a front line senior position in a customer services or</p>	✓	
<p>Call Centre environment</p>	✓	
<p>Several years experience of managing a team working directly with the public</p>	✓	
<p>Experience of using Customer Relationship Management Systems</p>	✓	
<p>Highly IT literate</p>	✓	
<p>Basic knowledge of health and safety, data protection principles, performance management, IT development and employment legislation</p>	✓	
<p>Public Sector experience</p>		✓
<p><b>Skills and Attributes</b></p>		
<p>Good report-writing, verbal communication skills and attention to detail</p>	✓	
<p>Imagination and the ability to innovate and motivate others</p>	✓	
<p>Organisational skills and ability to meet deadlines</p>	✓	
<p>Flexibility to adapt to changing work requirements</p>	✓	
<p>Active listening skills, empathy and ability to interact with others in a tactful, sensitive and appropriate manner</p>	✓	
<p><b>Good promotional skills</b></p>		✓
<p>Ability to take initiative and to work to demanding deadlines in a changing environment</p>	✓	



## **JOB DESCRIPTION**

**Job Title: Business Support Manager**

**Section: Contact Centre**

**Directorate:**

**Reports to: Contact Centre Manager**

**Grade: Grade 7**

**Location: Speke House St. Ives**

**Hours: Full time – 37 hours (you will need to be able to work flexibly in view of the Contact Centre opening hours, Monday to Friday 8am – 6pm, Saturday 9am – 1pm.)**

**Job Purpose:** To be responsible for development and implementation process and systems to be delivered to customers via the Contact Centre. Overall co-ordination of day-to-day operational support to the Contact Centre team. Supports business strategy and planning. Plans own work and that of others to meet given objectives and processes. Makes decisions around business operations.

### **Principal Accountabilities**

#### **1. Systems Support**

- Audit, analyse and review departmental processes
- Research and implement new processes where improvements in customer service can be made
- Raise awareness of procedures and compliance within the department
- Deal with complex and technical issues as required
- Ensure system down-time is kept to a minimum
- Keep disaster recovery plan up-to-date and test regularly
- Ensure department is up-to-date with data protection legislation and relevant policies and procedures
- Ensure all data handling compliant with legislation and relevant policies and procedures
- Manage case-based reasoning tool and associated knowledge base
- Ensure all system maintenance tasks are carried out as required by Business Support team, including system security routines

#### **2 Office Support**

- Document and data management (design and delivery)
- Organisation, co-ordination and delivery of facility management services (office moves, office maintenance, office equipment)

- Ensure that all communication (telephone, letters, e mails, face to face) is delivered to the agreed standards
- Ensure that support employees are conversant with and competent in using specific core systems, procedures and packages
- Oversee ordering procedures and research specialised product and service requirements
- Consistently seek ways to improve production and presentation of operational performance information in a timely manner, ensuring effective processes and routines are in place, documented and followed

### **3 Financial Support**

- Develop operating budgets and standards
- Control and management of budgets in accordance with financial procedures and authorisation from the Contact Centre Manager
- Interrogate the District Council financial systems and makes recommendations for appropriate action
- Ensure that District Council financial processes and systems are complied with

### **4 Management Support**

- Assist in drafting departmental service plan
- Monitor corporate policies and procedures
- Support work to establish KPIs as the basis for performance management for the Contact Centre and support benchmarking studies to drive targets and improvements to performance.
- Deliver weekly, monthly and ad hoc analysis of performance for the Contact Centre Manager, incorporating any changes as business needs develop
- Use databases and District Council systems to produce reports requiring analysis and provide recommendations for action
- Assist with the development of marketing, promotional or training materials or initiatives
- Interact with other functions/business units to ensure optimal support for Contact Centre
- Identify information providers and sources relevant to specific issues and work proactively with them to establish root causes and potential improvements

### **5 Manage and develop team and individuals**

- Develop skills of team on a day to day basis, providing feedback regarding performance and areas for development
- Proactively share knowledge and experiences with team

### **6 Performance management and continuous improvement**

- Maintain performance and an effective and healthy working environment
- Ensure that performance metrics are achieved, and analyse performance statistics provided by Team Leaders
- Identify and disseminate good and consistent practice across the team
- Provide coaching and mentoring
- Conduct performance reviews and assist individuals in drafting and pursuing their personal development plans
- Maintain regular communications with team and pursue and communicate continuous improvement initiatives
- Respond to conflicting requirements for information and analysis,

establish and manage priorities and ensure effective communication to those concerned

- Actively seek feedback from customers, colleagues and managers and respond constructively
- Facilitate learning through demonstration and instruction

#### **7 Quality Assurance**

- Conduct contact monitoring to ensure quality standards are achieved and to make improvements in service processes
- Handle complaints and escalations regarding Business Support services

#### **8 Demonstrate required behaviours**

- Manage self
- Develop the District Council's commitment to equal opportunities and promote anti-discriminatory practices in all aspects of work undertaken.
- Assess risk in professional areas covered by role and oversee mitigation by liaising with specialist/professional colleagues
- Model behaviours required of all Huntingdonshire District Council employees, in line with the Council's agreed policy, procedures, values, best practice and the law

#### **9 Health and Safety**

- Take action to reduce risk to self and others
- Develop and maintain an effective and safe working environment
- May undertake Health and Safety checks
- Ensure security of premises and regular testing of evacuation procedures

#### **10 Other**

- Understand the core business and values of the Contact Centre
- Undertake specific tasks and duties as required by the Contact Centre Manager to keep the operation running smoothly

**PERSON SPECIFICATION****Contact Centre Manager  
Directorate****Post no.**

<i>Applicants should be able to demonstrate their ability to meet the following requirements:</i>	<b>Essential</b>	<b>Desirable</b>
<p><b>Qualifications</b></p> <p>Overall high standard of education Professional or Management Qualification NVQ Customer Services</p> <p><b>Experience</b></p> <p>Minimum of four year's office experience in a front line senior position in a customer services environment.</p> <p>Sound knowledge and awareness of application technologies to assess, scope and commission programmes of work</p> <p>High levels of technical (ICT and telephony) competence to ensure systems are designed, integrated and implemented to meet the needs of the customer and District Council</p> <p>Several years experience of managing a team working directly with the public</p> <p>Experience of using Customer Relationship Management Systems</p> <p>Experience of re-designing business processes to become more customer-focused, efficient and effective</p> <p>Basic knowledge of health and safety, data protection principles, performance management, IT development and employment legislation</p> <p>Public Sector experience</p> <p><b>Skills</b></p> <p>Ability to:</p> <ul style="list-style-type: none"> <li>• Work corporately with partners' organisations to meet agreed project targets</li> <li>• Analyse complex issues, identify appropriate courses of action</li> <li>• Interpret data and ICT applications to ensure integration and reduction of duplication</li> <li>• Identify, apply and enforce appropriate project management skills</li> <li>• Prioritise and manage own workloads, be flexible, work under</li> </ul>	<p>✓</p> <p>✓</p> <p>✓</p> <p>✓</p> <p>✓</p> <p>✓</p> <p>✓</p> <p>✓</p> <p>✓</p> <p>✓</p> <p>✓</p> <p>✓</p>	<p>✓</p> <p>✓</p> <p>✓</p> <p>✓</p> <p>✓</p> <p>✓</p> <p>✓</p> <p>✓</p> <p>✓</p> <p>✓</p> <p>✓</p>

<ul style="list-style-type: none"> <li>pressure and to agreed deadlines</li> <li>• Communicate effectively with colleagues, senior managers, elected members and partner agencies</li> </ul>		
<b>Attributes</b>		
Good report-writing, verbal communication skills and attention to detail	✓	
Imagination and the ability to innovate and motivate others	✓	
Organisational skills and ability to meet deadlines	✓	
Flexibility to adapt to changing work requirements	✓	
Active listening skills, empathy and ability to interact with others in a tactful, sensitive and appropriate manner	✓	
<b>Good promotional skills</b>		✓
Ability to take initiative and to work to demanding deadlines in a changing environment	✓	

**DEPARTMENT:**

**JOB TITLE:** Training & Development Adviser

**POST NO:**

**SALARY GRADE:** Grade 9

**RESPONSIBLE TO:** Contact Centre Manager

**RESPONSIBLE FOR:** No employees

**LOCATION:** Speke House, St Ives

**HOURS:** Full -time (37 hours), you will need to be able to work flexibly in view of the Contact Centre opening hours, Monday to Friday 8am – 6pm, Saturday 9am – 1pm.

**PURPOSE OF POST**

- To assist the Contact Centre Manager in the provision of a Corporate Training Plan and the delivery of identified training and development needs

<b>Key Areas of Responsibility</b>	<b>Key Requirements</b>
<b>Customer Service</b>	<ul style="list-style-type: none"> <li>• Act as the point of expert support, feedback and guidance for all Contact Centre employees</li> <li>• Proactively share knowledge and experiences with all Contact Centre employees</li> <li>• Ensure that quality standards are achieved</li> <li>• Ensure continuous training and development of employees to achieve and promote quality service, improve service processes and resolve customer complaints and escalations</li> </ul>
<b>Communication and Technology</b>	<ul style="list-style-type: none"> <li>• Develop skills of employees providing feedback regarding Agent performance and areas for development</li> <li>• Identify and disseminate good and consistent practise across the team</li> </ul>

<p><b>Professional skills</b></p>	<ul style="list-style-type: none"> <li>• Create effective working relationships within the team, and with other professionals and agencies</li> <li>• To co-ordinate and prepare a training plan/programme on a yearly basis through the collation, maintenance and analysis of the skills matrix and appraisals</li> <li>• To identify, organise and where appropriate design in-house courses to meet the training objectives of the Contact Centre. Continually review and evaluate the effectiveness of such courses, implementing appropriate changes to ensure that identified skills gaps are addressed</li> <li>• Administering and commissioning training courses to be run in-house by external trainers</li> <li>• Ensure compliance with all Investors in People indicators. Maintain and improve existing systems in accordance with the principles of Investors in People</li> <li>• Create positive work environment that fosters team performance through own work and behaviour</li> <li>• Manage yourself</li> <li>• Demonstrate behaviours required of employees at your level and act in accordance with Huntingdonshire District Council's agreed policy, procedures, values, best practice and the law</li> <li>• Develop the Council's commitment to our Equality Strategy and promote anti-discriminatory practices in all aspects of work undertaken</li> <li>• Assess risk in professional areas covered by role and oversee mitigation by liaising with specialist/professional colleagues</li> </ul>
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**PERSON SPECIFICATION**

**Training and Development Adviser  
Directorate**

**Post no.**

<i>Applicants should be able to demonstrate their ability to meet the following requirements:</i>	<b>Essential</b>	<b>Desirable</b>
<p><b>Qualifications</b></p> <p>Educated to Degree level</p> <p>Working towards full CIPD membership</p> <p><b>Experience</b></p> <p>3 years post qualification experience in employee management training and development to include identification, designing and implementation of training activities</p> <p>In the absence of a relevant formal qualification at least 5 years relevant experience at a similar level to include additional training and development experience</p> <p>Knowledge of current training methods and adaptability to new thinking Experience of working within a contact centre environment</p> <p>Familiarity with all types of training equipment, including IT applications TDLB Units D32 and D33</p> <p>Experience of working with Investors in People</p> <p><b>Skills and Attributes</b></p> <p>Good report-writing, verbal communication skills and attention to detail</p> <p>Imagination and the ability to innovate and motivate others</p> <p>Organisational skills and ability to meet deadlines</p> <p>Flexibility to adapt to changing work requirements</p> <p>Familiarity with use of internet and word processing software</p> <p>Active listening skills, empathy and ability to interact with others in a tactful, sensitive and appropriate manner</p>	<p></p> <p></p> <p></p> <p></p> <p>✓</p> <p>✓</p> <p>✓</p> <p>✓</p> <p>✓</p> <p></p> <p>✓</p> <p>✓</p> <p>✓</p> <p>✓</p> <p>✓</p> <p>✓</p> <p>✓</p> <p>✓</p> <p>✓</p>	<p>✓</p> <p>✓</p> <p></p> <p>✓</p> <p></p> <p></p> <p>✓</p> <p>✓</p> <p></p> <p>✓</p> <p>✓</p> <p></p> <p></p> <p></p> <p></p> <p></p> <p></p> <p></p> <p></p> <p></p>



**DEPARTMENT:**

**JOB TITLE:** Team Leader

**POST NO:**

**SALARY GRADE:** Grade 9

**RESPONSIBLE TO:** Contact Centre Manager

**RESPONSIBLE FOR:** Call Agents

**LOCATION:** Speke House, St Ives

**HOURS:** Full and part-time vacancies (full-time 37 hours), you will need to be able to work flexibly in view of the Contact Centre opening hours, Monday to Friday 8am – 6pm, Saturday 9am – 1pm.

**PURPOSE OF POST**

- To assist in the management of the Contact Centre, through managing staff performance, developing individuals and teams and liaising with other Departments and partners.
- To provide expert support in defined activities to Contact Centre staff and first escalation point for customer issues and complaint.

Key Areas of Responsibility	Key Requirements
<b>Customer Service</b>	<ul style="list-style-type: none"> <li>• Act as the point of expert support, feedback and guidance for all Agents within the assigned team</li> <li>• Assess risk and eligibility against criteria with all Agents in the team</li> <li>• Proactively share knowledge and experiences with all Agents in the team</li> <li>• Ensure that quality standards are achieved</li> <li>• Ensure contact monitoring to achieve and promote quality service, improve service processes and resolve customer complaints and escalations</li> </ul>
<b>Communication and Technology</b>	<ul style="list-style-type: none"> <li>• Develop skills of Agents on a day to day basis, providing feedback regarding Agent performance and areas for development</li> <li>• Identify and disseminate good and consistent practice across the team</li> <li>• Contribute to improvements to contact handling activities</li> <li>• Carry out all contact centre duties related to delivery of Huntingdonshire District Council's services using relevant ICT systems effectively to develop and maintain records, files and statistical information</li> <li>• Design and produce spreadsheets</li> </ul>

<p><b>Professional skills</b></p>	<ul style="list-style-type: none"> <li>• Create effective working relationships within the team, and with other professionals and agencies</li> <li>• Lead contact handling team and individuals to meet their Key Performance Indicators</li> <li>• Contribute to the selection of contact handling personnel</li> <li>• Create positive work environment that fosters team performance through own work and behaviour</li> <li>• Monitor, analyse and maintain performance and an effective working environment</li> <li>• Ensure that performance metrics are achieved, and provide performance statistics to Contact Centre Manager</li> <li>• Provide coaching and mentoring</li> <li>• Conduct performance reviews and assist individuals in drafting and pursuing their personal development plans</li> <li>• Maintain regular communications with team and pursue and communicate continuous improvement initiatives</li> <li>• Identify trends and service expectations</li> <li>• Assist in the development of workflows and procedures and plans, direct, supervise and evaluate Agents workflow</li> <li>• Manage information for action – assess and prioritise risk, ensuring appropriate action and follow up</li> <li>• Support the efficient use of resource</li> <li>• Communicate staffing needs and forecasting/scheduling issues to the Contact Centre Manager</li> <li>• Develop and maintain team activity schedules, maintain adequate staffing levels at all times to meet demand and ensure efficient handover</li> <li>• Manage yourself</li> <li>• Demonstrate behaviours required of employees at your level and act in accordance with Huntingdonshire District Council's agreed policy, procedures, values, best practice and the law</li> <li>• Develop the Council's commitment to our Equality Strategy and promote anti-discriminatory practices in all aspects of work undertaken</li> <li>• Assess risk in professional areas covered by role and oversee mitigation by liaising with specialist/professional colleagues</li> <li>• Collate data to inform Government returns</li> </ul>
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**PERSON SPECIFICATION**

**Team Leader  
Directorate**

**Post no.**

<i>Applicants should be able to demonstrate their ability to meet the following requirements:</i>	<b>Essential</b>	<b>Desirable</b>
<p><b>Qualifications</b></p> <p>GCSE English GCSE Maths</p> <p><b>Experience</b></p> <p>Minimum of four year’s office experience</p> <p>2 years’ experience in a customer facing role, preferably gained in an advice giving/guidance environment</p> <p>2 years’ experience of managing employees</p> <p>Basic knowledge of health and safety, data protection principles and employment legislation</p> <p>Experience in a public sector, preferably local authority, organisation Call/Contact Centre qualifications or training</p> <p><b>Skills and Attributes</b></p> <p>Good report-writing, verbal communication skills and attention to detail</p> <p>Imagination and the ability to innovate and motivate others</p> <p>Organisational skills and ability to meet deadlines</p> <p>Flexibility to adapt to changing work requirements</p> <p>Familiarity with use of internet and word processing software</p> <p>Active listening skills, empathy and ability to interact with others in a tactful, sensitive and appropriate manner</p>	<p>✓ ✓</p> <p>✓ ✓ ✓ ✓</p> <p>✓ ✓</p> <p>✓ ✓ ✓ ✓ ✓</p>	<p>✓ ✓</p>

**DEPARTMENT:**

**JOB TITLE:** Customer Contact Agent

**POST NO:**

**SALARY GRADE:** Grade 12

**RESPONSIBLE TO:** Team Leader or Contact Centre Manager

**RESPONSIBLE FOR:** No employees

**LOCATION:** Speke House, St Ives

**HOURS:** Full and part-time vacancies (full-time 37 hours), you will need to be able to work flexibly in view of the Contact Centre opening hours, Monday to Friday 8am – 6pm, Saturday 9am – 1pm.

**PURPOSE OF POST**

- To act as first point of contact for customer access to public services offered through the Contact Centre, fulfil routine and complex requests, respond to enquiries, perform routine and complex transactions and customer care activities.

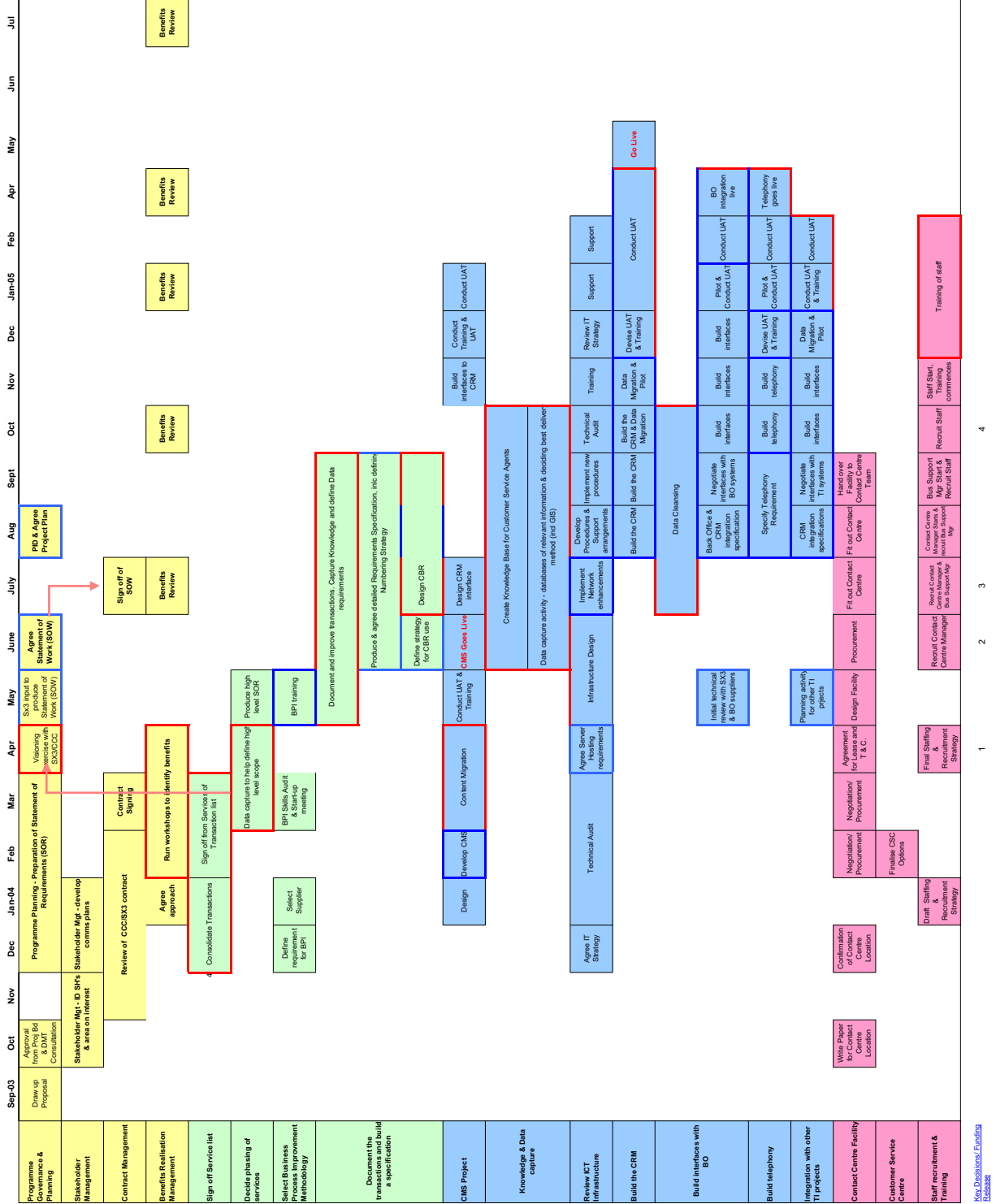
<b>Key Areas of Responsibility</b>	<b>Key Requirements</b>
<b>Customer Service</b>	<ul style="list-style-type: none"> <li>• Commission and ensure provision of services for customers via telecommunications</li> <li>• Identify needs and solve problems for customers, managing challenging behaviour and hostility</li> <li>• Research and supply information</li> <li>• Take steps to ensure that customer rights are safeguarded, including risk assessment and consulting others</li> <li>• Develop and maintain positive and supportive relationships with customers</li> <li>• Respond to routine and more complex queries across a broad range of services, which may involve the application of law and policy, demonstrating due attention to customer care and a professional approach at all times</li> <li>• Contribute to improvements in call and contact handling activities, systems and content</li> <li>• Contribute to the handling of incidents and resources</li> <li>• Manage all contacts in terms of time spent on resolution, customer expectations and fulfilment</li> <li>• Maintain procedures and codes of working practice that promote and enhance a comprehensive quality approach to service delivery</li> <li>• Log comments, compliments and complaints in accordance with procedure</li> </ul>

<p><b>Communication and Technology</b></p>	<ul style="list-style-type: none"> <li>• Report to Team Leaders discrepancies in the information systems or where additional information or advice is needed</li> <li>• Provide specialist assistance using telecommunications</li> <li>• Design and produce documents using word processing software</li> <li>• Design and produce spreadsheets</li> <li>• Use and maintain appropriate computer based information systems and customer relationship management databases</li> <li>• Process and authorise transactions using telecommunications</li> <li>• Identify quickly where on-line advice is not readily available and re-direct customers appropriately</li> <li>• Carry out all contact centre duties related to delivery of Huntingdonshire District Council's services using relevant ICT systems effectively to develop and maintain records, files and statistical information, including service shortfall</li> <li>• Maintain strict confidentiality at all times and adhere to Data Protection legislation and service guidelines on the use of data</li> </ul>
<p><b>Professional skills</b></p>	<ul style="list-style-type: none"> <li>• Work as flexibly as possible and undertake any other duties and responsibilities within the grade of the post</li> <li>• Develop and maintain a safe working environment</li> <li>• Participate in performance appraisal and personal and workforce development</li> <li>• Manage your work load yourself</li> <li>• Demonstrate behaviours required of employees at your level and act in accordance with Huntingdonshire District Council's agreed policy, procedures, values, best practice and the law</li> <li>• Develop the Council's commitment to our Equality Strategy and promote anti-discriminatory practices in all aspects of work undertaken</li> <li>• Assess risk in professional areas covered by role and oversee mitigation by liaising with specialist/professional colleagues</li> <li>• Collate data to inform Government returns</li> </ul>

**PERSON SPECIFICATION****Customer Contact Agent  
Directorate****Post no.**

<i>Applicants should be able to demonstrate their ability to meet the following requirements:</i>	<b>Essential</b>	<b>Desirable</b>
<p><b>Qualifications</b></p> <p>GCSE English GCSE Maths</p> <p><b>Experience</b></p> <p>1 years' experience in a customer facing role, preferably gained in an advice giving/guidance environment</p> <p>1 years' experience of in a role using ICT to input and/or retrieve information</p> <p>Experience of public sector, preferably local authority environment</p> <p>Experience in a call or contact centre</p> <p><b>Skills and Attributes</b></p> <p>Good verbal communication skills, attention to detail and initiative</p> <p>An understanding of Data Protection principles</p> <p>Self-motivation, positive attitude, integrity, tolerance &amp; confidence</p> <p>An understanding of diversity and culture and how this impacts working and customer relationships, working knowledge of anti-discriminatory practice</p> <p>Flexibility to adapt to changing work requirements</p> <p>Familiarity with use of internet and word processing software</p> <p>Active listening skills, empathy and ability to interact with others in a tactful, sensitive and appropriate manner</p>	<p>✓</p> <p>✓</p> <p>✓</p> <p>✓</p> <p>✓</p> <p>✓</p> <p>✓</p> <p>✓</p> <p>✓</p> <p>✓</p> <p>✓</p> <p>✓</p> <p>✓</p> <p>✓</p> <p>✓</p> <p>✓</p> <p>✓</p> <p>✓</p> <p>✓</p>	<p>✓</p> <p>✓</p> <p>✓</p> <p>✓</p> <p>✓</p> <p>✓</p> <p>✓</p> <p>✓</p> <p>✓</p> <p>✓</p> <p>✓</p> <p>✓</p> <p>✓</p> <p>✓</p> <p>✓</p> <p>✓</p> <p>✓</p> <p>✓</p>

# Customer First Programme - Phase 1



Key: [Denotes significant service input](#)  
[Denotes significant supplier input](#)  
[Transaction Delivery](#)  
[Technical Infrastructure](#)  
[People and Facilities](#)  
[Programme Level](#)

Other issues yet to be included	Transactional, Vendor, Management	Culture, Issues & Management	Contract Strategy, Marketing of service

## **Appendix 3 – Conditions of Service**

### **PRIVATE & CONFIDENTIAL**

#### **EMPLOYMENT RIGHTS ACT 1996**

#### **STATEMENT OF PARTICULARS**

Name :	Established Post Number :
Department :	Date of Commencement :
Designation :	Date on which particulars given :

#### **1. Place of Employment**

You are employed in the services of the District Council at Speke House, St Ives and you are liable to serve at any place of employment in the Authority's area as may be required, in any post appropriate to your grade.

#### **2. Terms and Conditions of Employment**

Your conditions of service will be as laid down by the National Joint Council for Local Government Services, National Agreement on Pay and Conditions of Service and as supplemented by the decisions of the District Council from time to time. In this context, paragraphs 5.2 and 5.4 of Part 2 of these conditions are not applicable to yourself. Copies of the relevant documents are available for inspection at the office of the Head of Personnel Services, or in the Administrative Section of your Directorate.

The Authority undertakes to ensure that any future changes in terms will be entered in these documents or otherwise recorded for you to refer to, within one month of the change.

Whilst your off duty hours are your personal concern, you shall not subordinate your duty to your private interest or put yourself in a position where your duty and your private interest conflict; Officers graded above grade 9 shall devote their whole time service to the work of the Council and shall not engage in any business or take up any other additional appointment without the express consent of the Council.



**3. Salary**

Your post is in grade number ? based on the Huntingdonshire District Council job evaluation scheme and local grades as adopted by the Council and your commencing salary is £????? per annum. The grade salary range is from £????? to £. You will be paid on the 15th of each month in twelve equal monthly payments by credit transfer.

The grade salary value will be reviewed each year by the Council with any change being effected on 1st April. Your personal position in the grade will be reviewed having regard to an annual appraisal of your performance against key performance indicators agreed between you and your Chief Officer.

**4. Continuous Employment**

Your period of continuous service for statutory rights dates from the commencement of employment with this Authority.

If you have previous continuous service with an organisation covered by the Redundancy Payments (Local Government)(Modification) Orders (which covers local authorities and related bodies) this will be included in calculating your entitlement to:

- a redundancy payment
- annual leave
- sickness allowance
- notice period

with exception of redundancy entitlement, the above will also apply if, prior to joining the Council, you were made redundant from an organisation covered by the above Orders within the last 2 years, or if you left such an organisation for maternity reasons within the last 8 years and have not been in permanent full-time paid employment since. The 8 year time limit does not apply in the latter circumstances for the calculation of annual leave entitlement.

**5. Hours of Work**

Your normal working week is one of ?? hours from Monday to Saturday. Normal office hours are 8.00am to 8.00pm Monday to Saturday. The Council operates a scheme of flexible working hours which allows an officer some discretion in arranging working time.

**6. Leave Entitlement**

The annual leave period is from the 1st April to 31st March and the leave entitlement is twenty one working days relating to a five day week. In addition to this there are 8 public and 3 extra statutory days. The leave entitlement is increased by six working days in the case of officers, who, immediately prior to the commencement of the leave year, have had not less than five years' continuous service under one or more local authority. Those employees starting or leaving employment during the year are entitled to leave proportionate to the number of completed months service during the year. Employees leaving the authority are not entitled to pay in lieu of any untaken leave. You will be paid at your full basic rate for all authorised absence on annual leave.

**7. Notice**

You may terminate your employment by giving ??? months notice in writing. You will be entitled to receive the period of notice as set out below from the Authority.

Periods of Continuous Employment

- One month or more, but less than two years
- Two years or more, but less than twelve years
  
- Twelve years or more

Minimum Notice

- One week
- One week for every year of continuous employment
- Not less than twelve weeks notice

## **8. Sickness Absence**

Subject to certain provisions set out in full in the conditions of service, an officer absent from duty owing to illness (which term is deemed to include injury or other disability), shall be entitled to receive an allowance in accordance with the following scales:

during 1st year of service	1 month's full pay and (after completing 4 months service) 2 months' half pay
during 2nd year of service	2 months' full pay and 2 months' half pay
during 3rd year of service	4 months' full pay and 4 months' half pay
during 4th and 5th year of service	5 months' full pay and 5 months' half pay
after 5 years service	6 months' full pay and 6 months' half pay

The procedure to be followed when sick is set out on an enclosed leaflet.

An employee who is absent as the result of an accident shall not be entitled to an allowance if damages may be recoverable from a third party in respect of such accident. In this event, the Council may, having regard to the circumstances of the case, advance to the employee a sum not exceeding the sickness allowance provided under this scheme, subject to the employee undertaking to refund to the Council the total amount of such allowances or the proportion thereof represented in the amount of damages received. Any period of absences in such a case where a refund of the monies advanced is made in full, shall not be recorded for the purposes of this scheme. Whereas however, a refund is made in part only, the authority may at its discretion decide to what extent, if any, the period of absence may be so recorded.

## **9. Membership of Union**

The Authority, as your employer, supports the system of collective bargaining in every way and believes in the principle of solving industrial relations problems by discussion and agreement. For practical purposes, this can only be conducted by representatives of the employers and of the employees. If collective bargaining of this kind is to continue and improve for the benefits of both, it is essential that the employees be fully represented. You have the right to join a trade union and to take part in its activities. Details of the specified trade unions on the appropriate negotiating body are available for you to refer to at the office of the Head of Personnel Services.

## **10. Pensions**

Cambridgeshire County Council administers a pension scheme, the Local Government Pension Scheme, on behalf of this Authority's employees.

Subject to an upper age limit of 65, membership of the scheme is open to any employee and the following rules will apply:

- (i) If you are a newly appointed employee (other than a casual employee) you will automatically become a member of the Scheme (although you have the right to opt not to become a member). A booklet about the Scheme has already been sent to you with your letter of appointment.
- (ii) If you are a current employee who already contributes to the Scheme membership will continue. You may, if you wish, opt not to continue membership of the Scheme.
- (iii) If you are a current employee but do not presently contribute to the Scheme you may opt to be a member. A booklet about the Scheme together with an option form is available from the Personnel Section.
- (iv) For the purposes of the Pension Scheme, you are classified as a whole time/part-time employee.

**11. Disciplinary Procedure**

I enclose a copy of the Authority's disciplinary rules applying to you, together with the procedure that will be followed at local hearings on appeals against dismissals or other disciplinary action taken under these rules.

**12. Grievance Procedure**

If you have a grievance relating to your employment, you should refer to the procedure set out in the attached document.

**13. Maternity/Paternity Rights**

Your rights to maternity/paternity leave and pay, where appropriate, may be obtained from the office of the Head of Personnel Services.

**14. Safety Policy**

A copy of the District Council's Statement of Safety Policy is attached.

**P Duerden**  
**Head of Personnel Services**  
**Central Services Directorate**

Signature .....Date .....

## **Appendix 4 – NVQ Training information**

### **Level 2 NVQ in Call Handling Operations NVQ Units Of Competence**

What are the NVQ units of competence?

The national occupational standards that apply to Call Handling Operations at Level 2 are contained in a group of fifteen units. Each unit covers a particular call handling activity:

To achieve the full NVQ, candidates must complete the **3** mandatory units plus **3** optional units, a total of **6** units.

#### **Mandatory units**

Contribute to developing and maintaining positive caller relationships  
Contribute to an effective and safe working environment  
Contribute to improving the quality of service provision

#### **Optional units**

Address the needs of callers  
Make arrangements on behalf of callers  
Authorise transactions using telecommunications  
Generate sales leads for follow-up calls  
Offer products/services over the telephone  
Undertake telephone research  
Enter and retrieve information using a computer system  
Communicate information using e-mail facilities  
Process telephone calls  
Provide information and documentation to meet requirements  
Contribute to the handling of incidents and resources  
Remotely provide, modify or cease telecommunications service

### **Level 3 NVQ in Call Handling Operations NVQ Units Of Competence**

The national occupational standards that apply to Call Handling Operations at Level 3 are contained in a group of thirteen units. To achieve the full NVQ, candidates must complete the 4 mandatory units plus 4 optional units, a total of 8 units. Each unit covers a particular call handling activity:

#### **Mandatory units**

Contribute to developing and maintaining positive caller relationships  
Solve problems for telephone callers  
Develop and maintain an effective and safe working environment  
Manage yourself

#### **Optional units**

Develop and maintain supportive relationships with telephone callers  
Provide specialist assistance using telecommunications  
Offer products/services over the telephone  
Design and produce documents using word processing software  
Design and produce spreadsheets  
Research and supply information  
Contribute to the handling of incidents and resources  
Contribute to improvements to call handling activities  
Facilitate learning through demonstration and instruction

## **Appendix 4 – NVQ Training information**

### **Level 2 NVQ in Customer Service NVQ Units Of Competence**

The national occupational standards that apply to Customer Service at Level 2 are contained in a group of eight units. To achieve the full NVQ, candidates must complete the 4 mandatory units plus 1 optional unit, a total of 5 units. Each unit covers a particular customer service activity:

#### **Mandatory units**

- Give customers a positive impression of yourself and your organisation
- Deliver reliable customer service
- Develop customer relationships
- Resolve customer service problems

#### **Optional units**

- Support customer service improvements
- Develop personal performance through delivering customer service
- Promote additional products or services to customers
- Process customer service information

### **Level 3 NVQ in Customer Service NVQ Units Of Competence**

The national occupational standards that apply to Customer Service at Level 3 are contained in a group of eight units. To achieve the full NVQ, candidates must complete the 5 mandatory units plus 1 optional unit, a total of 6 units. Each unit covers a particular customer service activity:

#### **Mandatory units**

- Organise, deliver and maintain reliable customer service
- Improve the customer relationship
- Work with others to improve customer service
- Monitor and solve customer service problems
- Promote continuous improvement

#### **Optional units**

- Develop your own and others' customer service skills
- Organise and promote products or services to customers
- Lead the work of teams and individuals to improve customer service

## **Statement of Guiding Principles**

### **Job descriptions/Person Specifications**

Any revisions to job descriptions/person specifications at Head of Service and Activity Manager levels shall be undertaken by relevant Directors in consultation with the Head of Personnel Services.

### **Job Evaluations**

All new posts and those posts, which will be subject to substantial change, will be evaluated.

The Head of Personnel Services, after consultation with the relevant Head of Service, will advise Directors on those posts which in his view will be subject only to minor change and as such will not require a re-evaluation.

There will be no review of local salary grades as part of this exercise.

### **Early Retirement**

The appropriate Directors together with the Head of Personnel Services will prepare two lists of posts indicating those which are likely to change materially and those which are not and will seek registrations of interest (subject to appropriate safeguards) from employees who might wish to consider terms for early severance. There will be no commitment given by either side to early retirement, however, at this stage.

### **Ongoing Consultation**

The Head of Personnel Services will throughout the exercise continue to consult with ELAG representatives as necessary and will arrange for briefing updates to be communicated to employees.

### **Contractual Matters**

Notices of termination of contract will not be served at the beginning of the process, and thereafter will only be given as a last resort .

Job offers on new contracts will only be issued in respect of appointments to posts where there is a material change in the job description.

The effective starting date for appointments to posts in new structures will be left to the discretion of individual Directors as appropriate.

### **Ring Fencing**

Ring fencing arrangements will have regard to the skills, expertise and qualifications required for posts in new structures and will be restricted to two grades or one level of seniority either side of the post in question whichever is the greater.

## **Appendix 5 - Guiding principles (Already adopted by Employment Panel)**

### **Recruitment and Selection Process**

Recruitment to new posts will take place on a phased basis, having regard to the requirement to maintain the Council's services overall. The timing of the phases of recruitment will remain flexible.

The recognised process of competition, whether ring-fenced or otherwise, will fill all new posts, and there will be no slotting-in arrangements. Where appropriate, posts will be advertised initially within a ring fence: thereafter they will be advertised internally to other District Council employees and/or externally.

The appropriate Director, after consultation with the Head of Personnel Services, will be authorised to approve shortlists of candidates for posts on Grade 6 and below.

Appointing Panels/Officers will have appropriate regard to the security of employment enjoyed by existing post holders whose jobs are unlikely to change materially as a result of the new structures. The Head of Personnel Services will co-ordinate the process of recruitment in its entirety.

### **Appointments**

Salaries and conditions of employment will remain unchanged where employees are appointed to posts on the same grade in the new structures.

### **Protections**

In appropriate cases, protection of salary and other conditions of service will be available for a period of 18 months.

Protected salaries will be subject to annual salary review, but will not attract increments for performance during the period of protection if an employee's salary is higher than the maximum point of the grade of his/her new post.

Existing personal protections of terms and conditions of service enjoyed by certain members of staff will continue to apply.

### **Displaced Employees**

Redundancy payments and early retirement terms will be available to qualifying staff in accordance with the Council's existing policies.

Early retirement compensation for any staff under the age of 50 will be considered as and when any cases emerged. Consideration will be given to providing "outplacement" facilities either from in-house training or, in appropriate cases by using the services of an outplacement agency.

The principle of establishing supernumerary posts will not be supported.

### **Performance Appraisals**

Appraisals will proceed as normal.

**STAFFING, RECRUITMENT & RETENTION STRATEGY**

**Appendix 6 Customer Service Centre**

The Customer Service Centre is not covered in this strategy. Due to the uncertainty over the future plans for the Service Centre and also the different staffing requirements, the People and Facilities Project will produce a strategy for this facility at a later stage. It is clear though that a high number of existing staff in customer service roles are likely to have the skills suited to this environment. Therefore the emphasis on future strategy may well focus on internal recruitment.

**Appendix 7 Examples of Job Descriptions from Other Local Authorities**

[Job Descriptions](#) – Available on request

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**STAFFING, RECRUITMENT & RETENTION STRATEGY**

**Appendix 8 Policies and Procedures Summary**

**Dignity at Work** - All employees have the right to work in an environment that is safe and to be protected from all forms of abuse, violence and harassment. Huntingdonshire District Council is committed to ensuring all employees are treated with dignity and respect

**Employee Code of Conduct** – the purpose of this Code is to lay down guidelines which will maintain and improve standards and help to protect employees from misunderstanding or criticism. The Code applies to all employees of the District Council.

**Whistle blowing** - the Council encourages its employees to raise genuine concerns about the actions or behaviour of other employees, including managers, without fear of reprisal.

**Equality Strategy** – the Council is an equal opportunities employer. Employees must participate in any mandatory Equal Opportunities training as requested and ensure that they facilitate service delivery to all service users, fairly and without discrimination.

**Flexible Working Policy** - Flexible working enables employees to have a greater degree of control over the pattern of their working hours. Wherever the service allows, all employees should be given the opportunity of flexitime working. In adopting this framework, it is recognised that the service to the public and all our customers and the general level of efficiency is paramount

**First Contact leaflet** - Huntingdonshire District Council places a high value on the physical and mental health of its employees and, as part of their stress management policy, provides alternatives for staff who feel in need of support in times of difficulty

**Counselling services** - Certain employees may need some form of counselling during their life. Depending on the circumstances, this can be provided by line managers, personnel officers or through an external counselling service.

**Health and Safety**

The Council is committed to promoting good health and safe working among its employees. All employees have a duty to:

Take reasonable care not risk injury, or cause danger, to themselves or others; and comply with local safety codes and procedures; and participate in any mandatory health and safety training required for their job.

**No Smoking Policy** – the Council operates a no smoking policy.

**Working Hours** – Employees must observe the Council’s policy on working time and declare any other paid/unpaid work to their line manager. Employees

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**STAFFING, RECRUITMENT & RETENTION STRATEGY**

paid above Grade 9 must not engage in any other business or take up any other appointment without the express consent of the Council.

**Data Protection** – the Council will ensure that employees’ personal information is held in accordance with the Council’s Data Protection Registration and employees are required to ensure that this information is kept up to date and accurate, by informing the Council of any changes to your personal details. You must ensure that all information, to which you have access as part of your job, is treated as confidential.

Huntingdonshire District Council is registered with the Data Protection Act 1998 for the purpose of processing personal data in the performance of its legitimate business. Any information held by the Council will be processed in compliance with the principles set out in the Act.

The Council must protect the public funds it holds so any information you have provided on this form the Council may use to prevent and detect fraud. The information may be shared, for the same purpose, with other organisations which handle public funds. A full copy of our policy is enclosed.

**Confidentiality/Fidelity** – the relationship between the Council and employees is founded on trust. Any breach of this trust i.e. unauthorised disclosure to a third party of any confidential information, will result in disciplinary action being taken.

**Performance Appraisal** – the Council’s policy is that all employees will participate in regular supervision and in an annual performance appraisal. Through this process training and development needs will be identified.

**Training & Development** – The Council has Investor in People status and is committed to training and development. All employees will go through formal induction in accordance with our procedures. Employees are expected to attend both mandatory training and that identified as necessary by their line manager. Employees are encouraged to take responsibility, with the Council, for their own development.<sup>9</sup> Induction Plan

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**STAFFING, RECRUITMENT & RETENTION STRATEGY**

**Appendix 9 Suggested Outline Induction Training Plan**

**Suggested Outline Induction Training Plan**

- Corporate Induction - Aims and structure of the organisation and the role and purpose of the Contact Centre
- Customer service techniques
- Corporate Health & Safety Induction (Plus specific Health and Safety training to include, Personal Safety, Risk Assessments, VDU Assessments, Fire & Bomb training).
- Call Handling skills
- IT systems (CRM, Email, Telephony, Internet and Back office systems as required)
- Team building
- Appraisal training for Line managers
- Organisational policies and procedures
- Equal Opportunities training
- Product training – linked to service delivery including obtaining knowledge of the particular service(s) processes and key contacts.
- Communication skills
- Values and behaviours for all employees
- Stress Management (One day for all employees, Two days for line manager)

First Aid (2-3 nominated officers)

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**REPAYMENT OF LOANS MADE FOR REPAIR/REFURBISHMENT OF  
PRIVATE SECTOR HOUSING  
(Report by the Head of Housing Services)**

**1. PURPOSE OF REPORT**

- 1.1 Cabinet requested, at its meeting held on 25 March 2004 information on the estimated rate at which loans made under the Council's Repair Assistance Policy will be repaid to the Council.

**2. BACKGROUND INFORMATION**

- 2.1 Following the Government's Regulatory Reform Order, the Council adopted a policy to give loans rather than grants to improve owner occupied private sector housing wherever there is sufficient equity to support the loan. The Council places a charge on the property and the loan is repaid when the property is sold.
- 2.2 The number and nature of the assumptions that have had to be made in order to produce this report mean that the result can only provide a very rough indication of the timing of repayments.

**3. KEY ASSUMPTIONS**

- 3.1 Based on 2002/03 and 2003/04 figures, the Council can expect to award a loan to approximately 50 households per year and the average loan is for £4,000.
- 3.2 The age profile of grant applications is as follows:

<b>Age band</b>	<b>% of loans awarded by age group</b>
Under 50	24%
50 - 70	28%
Over 70	48%

As there are no plans to change the current eligibility criteria for assistance this report assumes that the future age profile of applicants will remain the same.

- 3.3 Loans will be repaid when the property is sold either when the applicant moves or upon their death. Households where the eldest member is under 50 will on average move house every seven years<sup>1</sup>.

This report assumes that households where the eldest member is over 50 and under 70 will move on average every 14 years and that households where the applicant is over 70 at the time of application will leave the property only on their death.

- 3.4 Life expectancy in the UK is currently 75.9 years for men and 80.6 years for women. The calculations in this report use the female life expectancy figure and assumes that all applicants are 70 on the date

<sup>1</sup> According to the Council of Mortgage Lenders

that the loan is approved. In this way it is assumed that all loans to over 70s will be returned within 10 years.

#### 4. CONCLUSIONS

4.1 Based on the assumptions set out above, Table 1 estimates the rate at which the loans made under the Council's Repair Assistance policy will be repaid.

**Table 1**

Age of applicant	% of loans awarded by age group <sup>2</sup>	Number of loans awarded by age group (p/a) <sup>3</sup>	Total amount (£) loaned by age group (p/a) <sup>4,5</sup>	<u>Projected cumulative repayment (£) by time period and % of total loans awarded</u>		
				0 – 7 years	8 – 10 years	11 – 14 years
<b>Under 50</b>	24	12	48,000	£48,000	£144,000	£200,000
<b>50 – 70</b>	28	14	56,000	(24%)	(72%)	(100%)
<b>Over 70</b>	48	24	96,000			

4.2 Based on this modelling, the Council can expect to pay £200,000 of the £277,000 budget for private sector housing renewal on loans under the Repair Assistance Policy. The remaining budget is awarded in grants to landlords and owners of empty property in return for tenancy nomination rights and to owner-occupiers without sufficient equity to support a loan.

4.3 The Council can expect £48,000 to be repaid within 0-7 years; a further £96,000 within 8-10 years and a further £56,000 within 11-14 years of the date that the loan was approved if all the assumptions detailed in paragraph 3 hold.



4.4 Assuming the loan budget increases by inflation each year, the amount loaned in any one year will always exceed the amount repaid. The total amount loaned will not be repaid to the Council until 14 years after the policy ends.

#### 5 RECOMMENDATION

5.1 It is recommended that Cabinet note the report.

#### BACKGROUND INFORMATION

Repair Assistance Policy

**Contact Officers:** **Steve Plant, Head of Housing**  
 **(01480) 388240**  
**Jo Barrett, Housing Strategy Manager**  
 **(01480) 388203**

<sup>2</sup> Based on 2002-03 and 2003-03 patterns of lending

<sup>3</sup> Based on 50 loans a year

<sup>4</sup> Based on average award per application of £4000

<sup>5</sup> Based on loans totalling £200,000 (i.e. assumes £70,000 of budget will be used to make grants)

**CABINET**

**27 MAY 2004**

## **HOMELESSNESS – PRIVATE SECTOR LEASE SCHEME (Report by the Head of Housing Services)**

### **1. PURPOSE OF REPORT**

- 1.1 The purpose of the report is to seek approval to increase the number of properties within the Private Sector Lease (PSL) scheme with King Street Housing Society.

### **2. BACKGROUND INFORMATION**

- 2.1 The Council has a statutory duty to provide temporary accommodation to certain households that are threatened with homelessness, whilst it investigates whether it has a legal duty to house them. Where the Council accepts a duty it must continue to provide temporary accommodation until permanent housing can be provided. Government policy and good practice promote the use of alternatives to bed and breakfast as this is seen as the most inappropriate type of temporary accommodation. One alternative is to ensure the supply of temporary rented accommodation through initiatives such as a Private Sector Lease (PSL) scheme.

- 2.2 The Cabinet approved the introduction of a PSL scheme, in May 2003, and this was negotiated with King Street Housing Society, as they are the only Registered Social Landlord operating in this area with the experience and proven track record of managing such a scheme. The scheme is now well established and provides an alternative to bed and breakfast that is of a higher quality and better value for money for both the homeless family and the Council. It is based on the Housing Society leasing properties from private landlords and making them available on a temporary tenancy for homeless households nominated by the Council. The Council pays the Housing Society a fee to reflect the management role they undertake. Because of the way in which the benefits system works there is a significant financial benefit to the Council of providing temporary housing through a PSL scheme as opposed to bed and breakfast.

- 2.3 This scheme, together with other initiatives, contributed to the Council achieving the government's target of having no families with children in bed and breakfast for longer than six weeks, by April 2004. The challenge is to maintain this reduced use of bed and breakfast for families with children, and attempt to reduce its use for vulnerable single people. It is likely that this will be a future government target.

### **3. IMPLICATIONS**

- 3.1 The need for temporary accommodation is influenced by the rate of homelessness within the District and the Council's ability to permanently rehouse those households that it has a statutory duty to assist. There is a shortage of permanent social rented accommodation, hence increasing pressure on the existing stock of temporary rented accommodation which needs to be increased if longer periods in bed

and breakfast are to be avoided. This would impact on the social well-being of those households placed in bed and breakfast and is the most expensive form of temporary accommodation, resulting in extra cost to the Council and non-achievement of government targets for the reduced use of B&B.

- 3.3 Various alternatives have been considered to increase the stock of self-contained temporary accommodation but this is seen as the most appropriate in terms of achieving the Council's aims. It utilises suitable properties from the private sector, without removing extra units of permanent accommodation from the Registered Social Landlord stock within the District.
- 3.4 For each unit added there would be a management fee of around £2,300 per year but the savings in the Council's share of the benefits bill would, on a cautious basis be around £8,300 leading to a net saving of £6,000. The Council currently has an unallocated ODPM Homelessness Grant of £23,000 which could be used to cover the first year's management charge for 10 units producing a further one-off saving. However, it must be recognised that both homelessness and housing benefits have a constantly fluctuating level of demand and thus it is impossible to say at this stage whether these savings will be on the current approved budget or whether they will just make any unavoidable extra costs of increased homelessness much lower.
- 3.5 Although any additional properties are likely to be required for the foreseeable future they will only, as with the first phase, be based on 3-year leases. The timing of the leases of all phases would be staggered to maintain maximum flexibility so that in the event that demand fell the delay before leases could be given up without financial penalty would be minimised.

#### **4. CONCLUSIONS**

- 4.1 The Council has a duty to assist certain households under the homelessness legislation and this includes, in certain circumstances, the provision of temporary accommodation.
- 4.2 Increasing the number of properties in the PSL scheme would assist in maintaining as low a level of bed and breakfast use as possible. This accommodation will be of better quality than bed and breakfast and offer better value for money. It will either result in savings in the existing budget or a reduction in the unavoidable cost of future homelessness at a rate of approximately £6,000 per unit.
- 4.3 It is proposed to negotiate a further 10 properties as soon as possible but to add further properties at a later stage as long as it can be demonstrated that the financial benefits can be maintained, and that sufficient flexibility can be maintained if homelessness reduces.

#### **5. RECOMMENDATION**

- 5.1 The Cabinet is recommended to:
  - (i) approve the extension of the PSL scheme to meet the local needs of providing temporary accommodation for homeless households, subject to each phase being evaluated to ensure that it will result



in financial benefit to the Council and that maximum flexibility is preserved;

- (ii) approve the use of the ODPM Homelessness Grant to finance the management charges for the first year of the next phase;
- (iii) approve the necessary budget transfer from the housing benefits budget to the homelessness budget for each phase but note that fluctuations in demand for housing benefits may, despite these proposals, still result in unavoidable overspendings.

#### **BACKGROUND INFORMATION**

Letter from Minister for Regeneration and Regional Development – 4 May 2004

<b>Contact Officers:</b>	<b>Jon Collen</b>	<b>☎</b>	<b>01480 388220</b>
	<b>Housing Needs and Resources Manger</b>		
	<b>Steve Plant</b>	<b>☎</b>	<b>01480 388240</b>
	<b>Head of Housing Services</b>		

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**CABINET  
STANDARDS COMMITTEE**

**27TH MAY 2004  
1ST JULY 2004**

## **GOVERNANCE ISSUES (Report by the Head of Administration)**

### **1. INTRODUCTION**

- 1.1 The Council's Constitution makes provision for an annual review of its content which is in the course of being finalised for the current year. The report to the Standards Committee meeting held on 24th March (paragraph 4.9) made reference to the need to determine an appropriate forum for certain governance and financial responsibilities. This is dealt with in this report.

### **2. CONSTITUTIONAL BACKGROUND**

- 2.1 The legislation which determines the Constitution divides the Council's functions into two distinct elements – executive (which is the responsibility of the Cabinet) and non-executive. With the exception of those matters reserved to the Council by legislation, the Council can delegate decision making to a committee, panel etc. However, such powers cannot be delegated to the Cabinet (which may deal with executive powers only), nor to the Overview and Scrutiny Panels whose terms of reference are prescribed by legislation.
- 2.2 In the absence of a suitable alternative forum, certain non-executive functions therefore have been included within the terms of reference of the Standards Committee. Members will be aware that the workload of that Committee may increase shortly with the implementation of Regulations for the local investigation and determination of complaints for breach of the Members Code of Conduct. The possibility of the Committee also being chaired by an independent person as opposed to a district councillor also suggests that some of the duties within the Committee's terms of reference might more appropriately be located elsewhere.

### **3. RECENT DEVELOPMENTS**

- 3.1 Legislative change in recent months has meant that decisions on certain Council Tax issues previously reserved to the Council can now be delegated. In addition the issue of new Accounts and Audit Regulations has placed certain responsibilities on Members and has brought forward the date when the financial accounts must be completed and approved. These can be summarised as follows:-

- ◆ the Local Government Act 2003 enables the Council to delegate the annual resolution to formally approve the Council Tax base for the following year;
- ◆ the date for approval of the accounts has been brought forward by the Accounts and Audit Regulations progressively by one

Z:Cabinet/2004/Reports/27 May/Governance Issues

month each year to 30th June by 2006. Approval of the accounts can be undertaken either by the Council or delegated to a committee or panel;

- ◆ the Regulations introduce a requirement for Members to consider any matter brought to the attention of the Council by the external auditors; and
- ◆ the Regulations also require the Council to be responsible for ensuring that financial management is adequate and effective and that there is a sound system of internal control.

3.2 A change to the Functions and Responsibilities Regulations has also resulted in decisions relating to the formulation of a plan or strategy for the Council's investments not being the responsibility of the executive.

#### **4. A NEW PANEL**

4.1 Having regard to the changes referred to, the Council is invited to consider the establishment of a new Corporate Governance Panel comprising 7 Members with the following non-executive terms of reference –

- ◆ ensuring that the financial management of the Council is adequate and effective;
- ◆ ensuring that the Council has a sound system of internal control which facilitates the effective exercise of the Council's functions including arrangements for the management of risk;
- ◆ considering the Council's Code of Corporate Governance and approving the annual statement in that respect;
- ◆ approving and modifying the terms of reference and strategy for internal audit;
- ◆ commenting on the annual internal and external audit plans;
- ◆ receiving half-yearly and end of year reports on progress in delivering the annual internal audit plan;
- ◆ receiving and considering the external auditor's annual management letter;
- ◆ approving the Council's statement of accounts;
- ◆ consideration of any matters arising from the audit of accounts;
- ◆ approval of the Council Tax base;
- ◆ determination of the Council's complaints procedure, monitoring compliance with the procedure, compensatory payments to complainants and formulation of recommendations to the Cabinet or Council on any action to be taken as a consequence;
- ◆ considering reports by the Local Government Ombudsman, approval of compensatory payments to complainants and the formulation of recommendations to the Cabinet or Council on any remedial action to be taken as a consequence;
- ◆ adoption and monitoring of a policy and procedure for disclosure of information under the Public Interests Disclosure Act 1999 (whistleblowing);
- ◆ oversight of the Council's Constitutional arrangements and advising the Council of any changes that may be desirable.

4.2 Corresponding changes will need to be made to the terms of reference of the Standards Committee which currently include several of the functions referred to above. If a Panel is to be established, it is likely that it would need to meet on three occasions each year at key dates

in the financial calendar, and otherwise as required. It is also suggested that in terms of Panel membership, it should be a requirement for it to include a minimum of one but no more than three Members of the Cabinet.

## **5. CONCLUSION AND RECOMMENDATIONS**

5.1 The current constitutional review and recent legislative change have highlighted the need for the creation of an additional panel to deal with the non-executive issues of audit, governance and finance which cannot conveniently be delegated elsewhere within the Council's structure.

5.2 It is therefore


### **RECOMMENDED**

- (a) that a Corporate Governance Panel be established with the terms of reference listed in paragraph 4.1 above;
- (b) that the Panel comprise 7 Members including a minimum of one and a maximum of three Members of the Cabinet;
- (c) that the terms of reference of the Standards Committee be amended to omit those other duties allocated to it which do not relate to the Members Code of Conduct as listed on page 28 of the constitution; and
- (d) that Article 4 of the constitution relating to the full Council be amended to delete the reference in paragraph 1(b) in relation to the Council Tax Base and the insertion of a reference to the control of the Council's investments.

## **BACKGROUND PAPERS**

The Council's Constitution.

**Contact Officer:** Mr R Reeves, Head of Administration

 01480 388003

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CABINET

27 MAY 2004

## MONITORING OF THE CAPITAL PROGRAMME 2003/04 (Report by the Head of Financial Services)

### 1. PURPOSE

1.1 This report highlights the variations from the currently approved Capital Programme for 2003/04 (as updated for any member or officer decisions already taken in accordance with the Code of Financial Management). The figures included in the report are the best estimate and will be subject to some variation before the accounts are finalised.

### 2. MONITORING INFORMATION

2.1 When Council approved the Budget and MTP in February this included a number of amendments to the 2003/04 programme, which resulted in a total planned capital programme of £9,612k after including estimated grants and external contributions of £1,219k.

2.2 Annex A highlights, for each scheme, the number of weeks' variation from the planned completion date together with any expected variation in the total scheme cost. The final page of the Annex defines the content of each column.

2.3 The following variations have been identified :

	<b>£000</b>
<b>Priory Centre Development</b> – saving on the study	-7
<b>Contact Tracking</b> – short term approach as it will be integrated into the Customer First project	-30
<b>Pathfinder House</b> – Automatic Door Replacement – not required at this time	-21
<b>Public Buildings Access</b> – Disability Improvements – Full provision no longer required, as only essential works are now being carried out on Pathfinder House.	-8
Savings on vehicles	
<b>New Refuse Collection Round</b>	-31
<b>Recycling Kerbside Collection Extension</b>	-31
<b>Universal Green Box Scheme</b>	-65
<b>Vehicle Fleet Replacement</b>	-61
<b>Sports Pavilions – Refurbishment</b> – Full budget no longer required, as a new replacement project is included in the latest MTP programme (Football Improvements)	-18
<b>Young People's Activity Parks</b> – Full budget no longer required because of Parish Council partners' inability to find matched funding.	-30
<b>St Ives Town Centre Environmental Improvement – Phase 2</b> – This project has now been removed from the Programme because of the uncertainty over the guided bus project and other developments around St Ives.	-23
<b>Car Park – Hand Held Data Capture</b> – this technology needs to be introduced as an integrated package for Ops / Revenues and Legal to work effectively and this bid is insufficient to permit that and is therefore no longer required.	-16

### TOTAL SAVINGS

-341

2.4 Slippage/Deferrals

Net slippage/deferrals from 2003/04 to later years, since adjustments were proposed to the budget/MTP last autumn, amount to £2,530k. The majority of these delays will be for less than 6 months. The schemes with the longest delays result from problems of identifying or agreeing sites. High inflation on some types of works is also creating delays due to amending designs and subsequent retendering.

## 2.5 CCTV Review

The current CCTV review has highlighted a problem with the links to the St Neots and St Ives camera systems. It is estimated that the cost of this essential work is about £40k and it is proposed that this be funded from the current MTP provision for camera replacements.

## 3. REVENUE IMPLICATIONS

	2003/ 2004	2004/ 2005	2005/ 2006	2006/ 2007	2007/ 2008	2008/ 2009
	£000	£000	£000	£000	£000	£000
<b>Net slippage/deferral</b> (capital impact only)(para.2.4)	-63	-63				
<b>Savings</b> (para 2.3)	-9	-17	-17	-17	-17	-17
<b>TOTAL</b>	-72	-80	-17	-17	-17	-17

## 4. RECOMMENDATIONS

4.1 It is **RECOMMENDED** that Cabinet:

- i) Note the monitoring statement (Annex A).
- ii) Note the expected capital savings and revenue impact.
- iii) Approve the financing of the Upgrading of the CCTV Links to St Neots and St Ives estimated at £40k from the 2004/05 provision for Camera Replacements.

## BACKGROUND PAPERS

Capital programme and monitoring working papers.

Previous Cabinet and Committee reports on capital expenditure.

**Contact Officer – Steve Couper ☎ 01480 388103**



MTP - CAPITAL SCHEMES MONITORING REPORT

ANNEX A

Active Schemes 2003/04

PORTFOLIO:	Environment	Approved Date	COMPLETION			Slippage (weeks)	NET EXPENDITURE £000's			COMMENTS
			Deferral (weeks)	Approved 2003/04	Approved Total		Projected Variance			
<b>Car Parks</b>										
00/014/A	Env Imps Ph 5 - Post St, Godmanchester Car Park	30-Jan-04	0	21	27	102	0	CA		
02/017/B	Fenstanton Car Park	30-Dec-03	0	35	22	22	0	CA	planning permission now received	
<b>CCTV</b>										
00/020.00	CCTV - Camera Replacements (03/04)	28-Feb-04	0	34	74	74	0	SH	report to go to cabinet to approve spend	
03/405/A	CCTV - Vehicle Mounted Unit	28-Feb-04	0	2 **	150	150	0	SH		
00/021/A	Extra Cameras for New Areas	30-Nov-02	0	8 **	75	145	0	SH		
<b>Crime Reduction</b>										
00/036.01	Crime and Disorder - Lighting Improvements (03/04)	31-Mar-04	0	0 **	17	17	0	SH		
<b>Environmental Improvements</b>										
03/431.01	Area Joint Committee Small Scale Imps (03/04)	31-Mar-04	0	0 **	103	103	0	CA		
02/241/B	Heart of Oxmoor	28-Feb-06	0	0	50	800	0	MS		
01/049/A	Huntingdon Town Centre - Phase 2	31-Dec-05	0	0	30	1066	0	CA		
01/104.00	Oxmoor Environmental Improvements (02/03)	30-Mar-03	0	13 **	24	24 #	0	CA		
01/104.01	Oxmoor Environmental Improvements (03/04)	31-Mar-04	0	13	53	53	0	CA		
02/240/B	Oxmoor Kent Road Improvements	30-Nov-04	0	0	333	794	0	CA	Cabinet approved additional funds to accept lowest tender, decision called in by Scrutiny on 14th October 2003.	
01/157.01	Small Scale Imps - District Wide (03/04)	31-Mar-04	0	0 **	82	82	0	CA		
01/052/A	St Ives Town Centre - Phase 2	31-Dec-06	0	0	28	101	-23	CA		
01/053/A	Yaxley - Broadway Environmental Imp	01-Mar-03	0	52	124	130	0	CA	CCC responsible for delivery of scheme.	
<b>Public Transport Support</b>										
03/400.00	Bus Shelters - Extra Provision (03/04)	31-Jan-04	0	17	33	33	0	CA		
<b>Total for Portfolio</b>						1225	3696	-23		
<b>PORTFOLIO: Finance</b>										
<b>Administration</b>										
03/999	VAT Exempt Capital (02/03)	31-Mar-03	0	0 **	95	160	0	SC	Completion dates are provisional and will be revised during April 2003.	
03/999.01	VAT Exempt Capital (03/04)	31-Mar-04	0	0	28	28	0	SC		

MTP - CAPITAL SCHEMES MONITORING REPORT

06 May 2004

Active Schemes 2003/04

	Approved Date	COMPLETION		Slippage (weeks)	NET EXPENDITURE £000's			COMMENTS
		Deferral (weeks)	Slippage (weeks)		Approved 2003/04	Approved Total	Projected Variance	
<b>Information Technology</b>								
01/148/A Revenues & Benefits System Review	31-Dec-02	0	29 **	40	256	0	JB	Slippage due to suppliers inability to support the project
<b>PORTFOLIO: Housing Strategy</b>			<b>Total for Portfolio</b>	163	444	0		
<b>Housing Support</b>								
>> 01/039.01 Disabled Facilities Grants (03/04)	31-Mar-04	0	0	370	404	0	EM	£14k carried forward from 2002/03.
00/141.01 HRAs and RENs (03/04)	31-Mar-04	0	0	227	227	0	EM	
507 Temporary Housing Initiative (Nene Housing)	31-Mar-04	0	0	222	222	0	FM	£386.400 SHG approved by Cabinet in October 2003 for Nene Housing Society temporary social housing.
								Housing Corporation have over paid grant to Nene Housing Society - cost reconciliation therefore required.
<b>Planning Policy &amp; Conservation</b>								
02/078/B Huntingdon Town Centre Regen - CAPS Scheme	30-Mar-04	0	0	20	94	0	RPb	Completion date quoted relates only to grant payments in 2003/04. The scheme runs to 2005/06.
<b>PORTFOLIO: Leader</b>			<b>Total for Portfolio</b>	839	947	0		
<b>Economic Development</b>								
03/365/A Huntingdon Boatyard Improvements	28-Feb-04	0	30	25	100	0	KP	Consultants appointed to assess possibilities for site
02/236/A Huntingdon Riverside Marina	01-Feb-03	0	12 **	12	20	1	KP	Land identified in St Ives, Acquisition commenced July 2003. Programme revised and consequential slippage identified. Conceptual Feasibility Study prepared, awaiting instruction to proceed. On hold awaiting member decision.
02/239/B New Industrial Units	28-Feb-04	0	43	267	810	0	KP	
<b>Information Technology</b>								
00/027/A Common Land & Prop Database (Gazeteer)	01-Jun-02	199	0	28	161	0	JY	Project re-appraisal to be submitted to MTP

MTP - CAPITAL SCHEMES MONITORING REPORT

06 May 2004

Active Schemes 2003/04

	Approved Date	COMPLETION		Slippage (weeks)	NET EXPENDITURE £000's			COMMENTS
		Deferral (weeks)	Approved 2003/04		Approved Total	Projected Variance		
<b>Office Accommodation</b>								
01/108/A	30-Aug-02	0	12	95	50	0	RP	Scheme substantially complete, however, software problems relating to taxi plate production outstanding. Doors continue to be maintained. Scheme postponed until essential.
03/999	31-Dec-03	65	21	0	21	-21	BLB	
03/300/A	31-Mar-06	0	50	0	9600	0	RP	Essential works only being undertaken on Pathfinder House
01/128/A	30-Mar-04	0	66	26	90	-17	RP	pending decision on future refurbishment. Now working to new
<b>Total for Portfolio</b>					481	10852	-37	
<b>PORTFOLIO: Leisure</b>								
<b>Community Initiatives</b>								
03/423.00	31-Mar-04	0	10	0	10	0	DS	Completion date is provisional and will be revised during May 2003.
<b>Information Technology</b>								
00/999	30-Jul-03	0	30	13 **	30	0	SM	Work completed. Invoice paid..
03/301.09	30-Apr-04	4	35	0	50	0	CH	
<b>Leisure Events and Facilities</b>								
00/999.00	01-Mar-03	0	114	17	283	0	SB	Grants committed - delivery relies on recipients progressing schemes.
00/999.01	31-Mar-04	0	105	0	105	0	SB	
<b>Parks and Open Spaces</b>								
03/378/A	31-Mar-04	0	35	-13 **	35	0	SM	Order placed. Started on site 4 November 03. Completed.
01/074/A	30-May-04	0	21	0	90	0	SM	
01/121/A	30-Nov-03	0	79	17	119	0	SM	Outstanding works identified. Shelter installed. Bases installed. Landscaping completed. Scheme progressing.
03/369/A	30-Mar-03	0	66	39	66 #	0	SM	£66k slipped to 03/04. £5k slipped to 04/05
03/369.01	31-Mar-04	0	46	-1	46	0	SM	Schemes delayed
>> 00/999	30-Jul-02	0	7	0 **	50	2	SM	Scheme substantially completed 30 July 02. Remainder completed by 28 February 2004.

MTP - CAPITAL SCHEMES MONITORING REPORT

06 May 2004

Active Schemes 2003/04

	Approved Date	COMPLETION		Slippage (weeks)	NET EXPENDITURE £000's			COMMENTS
		Deferral (weeks)	Approved (weeks)		Approved 2003/04	Approved Total	Projected Variance	
01/118/A Sports Pavilions - Refurbishment	30-Sep-03	0	8	18	40	-18	SM	Funds no longer required for this purpose
01/107/A Various Parks - Signs	30-Dec-03	0	13	25	40	0	SM	Order placed. Design proposals of fabricator assessed and agreed. Fabrication in progress.
02/004.01 Young People's Activity Parks (03/04)	31-Mar-04	0	0	64	64	-30	SM	Schemes dependant on Partnership Funding. Criteria to be revised.
<b>Recreation Centres</b>								
00/022/A CCTV - Improvements at Leisure Centres	28-Feb-04	0	4	46	80	0	SB	20K to be shipped to 2004/05 for Sawtry. Estimated completion of Sawtry June 2005. 5k to be shipped for improvements at SNLC when site design is finalised.
02/134/B Huntingdon Leisure Centre - Air Handling Unit	07-Jan-04	0	0	145	145	0		Part of Overall Condition Survey. Tender returns 16 Nov 03. Work in progress from 24 Nov 2003 Completed 9 Jan 2004. Snagging to finish. Outstanding invoice of 52k will result in overspend on predicted - estimate now 175k. Excess to come from Condition Survey.
03/337/A Huntingdon Leisure Centre - Spinning Bikes	15-Apr-03	0	0	5	5	-1	PJ	Delivered April 03
01/135.00 Leisure Centres - Disabled Facilities	31-Mar-04	0	0	15	15	0	SB	
01/135.01 Leisure Centres - Disabled Facilities (03/04)	31-Mar-04	0	0	30	30	0	SB	19k carried forward pending return of Disabled provision reports on all Centres
02/134/B Leisure Centres - Future Maintenance (03/04)	31-Mar-04	0	0	352	352	0	SB	Cabinet report 15 May 2003 accepted costing proposals. Variations to MTP now read 2003/04 +96K, 04/05 -244K, 05/06 +206K, 06/07 +38K, 07/08 +157K Fund provides for a number of smaller schemes within the overall sum.
03/334/A Leisure Centres - Swimming Pool Covers	31-Aug-03	0	0	45	45	-2	PJ	Any savings will be carried forward to Installation complete on schedule One invoice of £1.3k still to be received. Am not chasing it.
03/379/A Leisure Centres - Telephone System Imps	31-Mar-04	0	-18	30	30	3	PJ	System to be installed in November 03 Training November/December

MTP - CAPITAL SCHEMES MONITORING REPORT

06 May 2004

Active Schemes 2003/04

	Approved Date	COMPLETION		Slippage (weeks)	NET EXPENDITURE £000's			COMMENTS
		Approved (weeks)	Deferral (weeks)		Approved 2003/04	Approved Total	Projected Variance	
02/259/A Ramsey - New Multi Activity Area	30-Nov-02	0	0	69	215	221	0	SB Currently out to tender for car park. Returns 16 November Decision to assist with on-going maintenance of access road pending. Pavilion deconstructed Oct 03 Car Park tenders returned Nov 03. Contract awarded. Commences Jan 04 Pitch tenders to go out Jan 04 Work to commence on Car Park Jan 05 2004 Completion of Car Park due Feb 10 - on schedule Tenders for pitch due back 3/3/04 Pitch construction commenced April 04. Completion due July 04. Installation complete Part of Condition Survey Completed Aug 03 Substantial contribution 200K+ from Central R&R On site from 14th April Project delay. Completion 22 August (4 weeks late)
03/340/A Ramsey Leisure Centre - Air Conditioning	31-Jul-03	0	0	0 **	5	5	-2	PJ
02/134.02 Ramsey Leisure Centre - Changing Rooms	24-Aug-03	0	0	0 **	89	89	5	
03/999 Ramsey Leisure Centre - Swimming Pool Roof	31-May-03	0	0	11 **	10	20	0	PJ
02/262/B Sawtry - Fitness Studio	30-Mar-05	0	0	-13	150	630	0	SB Design complete. All Phase 2 grant bids being reviewed by Sport England Decision to proceed from SE received 16/7/03. Not a guarantee of funding. Tenders being prepared. Car park to proceed (subject to planning 17/5/04) in advance of building work Installed July 2003 Part of Condition Survey Work to take place from Easter 2004 Tenders returned Feb 04 - meeting with contractor to take place 3/3/04 Work commenced on schedule. 10 Order placed. Delivery and installation expected by end of December 16k spent. Approx 6k extra required to finish surface. Predicted 8k saving
03/341/A St Ivo - Air Conditioning	30-Jun-03	0	0	4 **	10	10	0	PJ
02/134.04 St Ivo Leisure Centre - Changing Rooms	31-Jan-04	0	0	12	92	92	0	
02/134.06 St Ivo Leisure Centre - Hammer Cage	30-Sep-03	0	0	13	30	30	-8	

MTP - CAPITAL SCHEMES MONITORING REPORT

06 May 2004

Active Schemes 2003/04

	COMPLETION			NET EXPENDITURE £000's			COMMENTS
	Approved Date	Deferral (weeks)	Slippage (weeks)	Approved 2003/04	Approved Total	Projected Variance	
02/134.05 St Ivo Leisure Centre - Sports Hall Floor	31-Mar-04	0	4	56	56	0	Part of Condition Survey Single supplier (Granwood) to overlay floor. Work to take place in Easter 2004 to correspond with pool changing room work. Reopened 05 May 04
02/134.07 St Ivo Leisure Centre - Squash Crts Roof Underline	31-Mar-04	0	-9	17	17	0	Part of Condition Survey Worked expected to take place in March 2004
03/333/A St Neots Leisure Centre - Creche & Kitchens	30-Nov-03	0	56	270	272	0	Completion expected 01 Jun 04 Tenders came in 100K over expected. Work deferred.
02/134.01 St Neots Leisure Centre - New Car Park	31-Mar-04	0	-31 **	66	67	0	No decision on whether to proceed with re-tendering or packaging with Completed August 03 Contribution from Cambs CC to follow.
<b>Transportation</b>							
00/003.01 Accessibility Improvements/Signs (03/04)	28-Feb-04	0	34	60	60	0	CA
				<b>Total for Portfolio</b>	2393	3299	-51
<b>PORTFOLIO: Planning Strategy</b>							
<b>Economic Development</b>							
00/999 Hunt Town Cent Dev - HDC Estate Advice	30-Mar-04	0	0	21	76	0	EW
01/077/A Hunt Town Cent Dev - Planning Dev Issues	30-Mar-04	0	0	126	1168	0	MS Completion date quoted relates only to activity in 2003/04. The scheme runs to 2005/06.
02/244/A Priory Centre Redevelopment	01-Mar-03	0	21 **	30	30	-7	MS
<b>Information Technology</b>							
01/045/A Electronic Document Imaging Pilot in Planning	31-Mar-03	52	0	16	27	0	JT Peripheral equipment/software to be evaluated for purchase in 2003-04 dependent upon requirements generated by customers
<b>Planning Policy and Conservation</b>							
02/224/A Town Centre Developments	28-Feb-04	0	0	31	268	0	RPb Completion date quoted relates only to activity funded in 2003/04. The scheme runs to 2006/07.
01/175/B Town Centre Vision	31-Mar-04	0	0	10	10	0	RPb

MTP - CAPITAL SCHEMES MONITORING REPORT

06 May 2004

Active Schemes 2003/04

	COMPLETION			NET EXPENDITURE £000's			COMMENTS
	Approved Date	Deferral (weeks)	Slippage (weeks)	Approved 2003/04	Approved Total	Projected Variance	
<b>Transportation</b>							
03/352.00	AJC - Safe Routes to School (03/04)	28-Feb-04	0	12	50	0	StB
03/366/A	Cycle Route - Views Common, Huntingdon	30-Oct-03	0	57	55	0	StB
00/037.01	Cycle Safety Storage Racks (03/04)	31-Jan-04	0	0	9	-2	StB
02/277/B	Huntingdon Bus Station - Imps and Refurbishment	31-Jan-04	0	21	40	0	RP
Combining with St Ives Bus Station to let as one contract. Approval to proceed on 29/01/04. Orders place for Automatic Doors, Benching. Quotes foe Electrics, Repairs & Redecoration due back by 14th April							
03/361.00	Huntingdon Market Town Transport Strategy (03/04)	28-Feb-04	0	12	70	0	StB
01/095.01	Local Transport Plan (03/04)	31-Mar-04	0	13	85	0	StB
01/152.01	Safe Cycle Routes (03/04)	31-Jan-04	0	16	100	0	StB
02/278/B	St Ives Bus Station - Waiting Rm & Pub Cons Imps	30-Oct-03	0	34	30	0	RP
Project being combined with Huntingdon Bus Station as one contract. Cabinet approved scheme go ahead 29/01/04 See notes on Huntingdon Bus Station improvements							
02/250.01	St Neots Transport Strategy (03/04)	28-Feb-04	0	-9	127	0	StB
				<b>Total for Portfolio</b>	800	2145	-9
<b>PORTFOLIO: Resources Etc.</b>							
<b>Information Tech</b>							
Technical Infrastructure Project							
<b>Information Technology</b>							
>>	00/999	Committee Minutes Application Review	0	8	21	0	CD
	03/301.02	Contact Tracking (Message Handling System)	0	0	30	-30	RP
Project complete This was previously Robert Ward's scheme. We believe it is now overtaken by corporate scheme.							
03/301.03	Content Management System (03/04)	31-Mar-05	0	0	232	0	JB
00/032/A	Corporate Electronic Document Management	31-May-03	35	0	189	0	
Deferral agreed by EDM Project Board to ensure that implementation did not clash with upgrade to business systems in the pilot area (Revenues). Project monitored by							
00/033/A	Corporate GIS (Inc Uniform Upgrade)	01-Aug-04	0	0	60	0	JY
	Customer First Programme	31-Mar-05	0	0	-128	0	CH
Project phasing to be reviewed for Revised Customer First programme submitted to MTP							

MTP - CAPITAL SCHEMES MONITORING REPORT

06 May 2004

Active Schemes 2003/04

	Approved Date	COMPLETION Deferral (weeks)	Slippage (weeks)	NET EXPENDITURE £000's			COMMENTS
				Approved 2003/04	Approved Total	Projected Variance	
03/375/A Desktop Rationalisation (03/04)	31-Mar-04	39	0	55	100	0	DW Project cannot be finalised until E-Financials upgrade complete
01/044/A Electoral Registration - Rolling Register	31-Mar-03	39	0 **	0	12	0	LJ Project complete. Balance consolidated into system review
01/082.01 Enhanced Security of Data Network & Comp Sys	31-Mar-04	17	0	15	15	0	MO Proposals to be agreed by eCAG
03/301.10 HELP	31-Mar-05	0	0	10	15	0	CH Project complete
00/999 Housing Management System	31-Mar-03	14	8 **	17	208	1	AJ Project complete
03/301.04 Land Charges Application Review (03/04)	31-Mar-04	0	13	72	72	0	AJ Delayed due to data matching problems
03/301.11 Leisure System Development	31-Mar-05	0	0	59	128	0	CH Project complete
00/999 Licencing Application Review	31-Mar-03	8	5 **	8	54	0	LJ Project complete
03/301.08 Personnel/Payroll System	31-Mar-07	0	0	43	372	0	CG Project further delayed due to protracted contract negotiations. Overspend relates to internal staff recharges to date not included in original budget
03/301.04 Planning Application Review	31-Mar-04	0	0	35	35	0	CG Data migration for local plans/listed buildings delayed due to legislation changes/pending improvements to suppliers software
03/301.12 Planning Public Access	31-Mar-04	0	0 **	35	35	0	CH Project complete
01/144/A Replacement of Computer (Reality Server)	31-Mar-03	47	0 **	43	50	-1	DW Project complete
01/124/A Replacement of Printing Equipment/Systems	31-Mar-03	34	0 **	150	303	0	LJ Awaiting consultants report
03/301.04 Switchboard Application Review	31-Mar-04	52	0	23	23	0	CH Revised Customer First programme submitted to MTP
03/301.04 Telephony Audit - Customer First Transaction Delivery	31-Mar-04	0	2 **	8	8	0	CH Project complete. Expenditure includes £2k staff recharge not in original costings. Final training to be carried out in January 2004
02/182/B Unified Messaging System for Voice/e-mails	30-Jun-03	0	0 **	42	42	2	
<b>Policy and Research</b>							
02/213.00 Mobile Information Unit (03/04)	30-Jul-03	0	0	50	50	5	IL
<b>Total for Portfolio</b>				1254	5156	-23	



MTP - CAPITAL SCHEMES MONITORING REPORT

06 May 2004

Active Schemes 2003/04

	COMPLETION	NET EXPENDITURE £000's			COMMENTS	
		Approved Date	Approved 2003/04	Projected Variance		
<b>PORTFOLIO: Service Delivery</b>						
<b>Information Technology</b>						
02/226/B Car Park - Hand Held Data Capture	0	0	16	0	-16	RW This technology needs to be introduced as an integrated package Bid now insufficient.
<b>Operations Services</b>						
03/368/A Graffiti Removal Machine	0	0	12	12	0	RW Equipment purchased and in use by June 2003.
03/343/A New Arboricultural Section	0	0	35	35	0	RW Some equipment purchased, but recruitment delayed to Autumn 2004 for start Winter 2004.
>> 03/313/A New Refuse Collection Round	0	0	155	310	-31	RW New rounds in operation from April 2003.
>> 02/245/A Recycling Kerbside Collection Extension	17	0	155	189	-1	RW Completed – all premises now receive kerbside collections
03/304/A Refuse/Green Waste Collection	52	0	218	3452	0	RW Scheme roll out approved in three phases July 2003 / Oct 2003 April 2004.
03/999 Universal Green Box Scheme	0	0	310	310	-65	RW Completed – all collections now undertaken in-house.
02/267/B Vehicle Tracking System	0	0	0	0	0	RW Scheme now in programme in 2005/06
>> 02/192.01 Vehicles Fleet Replacement (03/04)	0	0	576	674	-61	RW All vehicles procured and delivered
<b>Public Conveniences</b>						
01/163/A General Improvements-Public Cons	0	34	27	36	0	CA Budget being used to complete feasibility studies to support project 03/302/A. Scheme out for public consultation spring 04
<b>Total for Portfolio</b>			1504	5018	-174	
<b>Total all Portfolio</b>			8659	31557	-317	

## ANNEX: MTP - CAPITAL SCHEMES MONITORING REPORT - DEFINITIONS

**Active Schemes 2003/04** All schemes with approved funding (gross or net) in the year to which the report relates or which have a predicted 'current' or 'actual' completion date within the year.

		COMPLETION				NET EXPENDITURE £000's				COMMENTS
		Approved	Deferral	Slippage	Approved	Approved	Projected			
		Date	(weeks)	(weeks)	2003/04	Total	Variance			
<b>PORTFOLIO:</b>	<b>ENVIRONMENT</b>									
<b>CCTV</b>										
019	CCTV - Alarm Actuated Camera Position	31-Dec-02	0	0	40	40	0			
<i>Project appraisal reference</i>	<i>Name of scheme</i>	<i>The date given for the completion of the project in the original project appraisal or in a subsequently approved revised project appraisal.</i>	<i>The currently predicted or actual (for completed schemes) time in weeks by which completion will vary from the approved date.</i>	<i>The currently predicted or actual time in weeks by which completion will vary from the approved date or extend beyond the period for which a 'deferral' has been authorised.</i>	<i>Net amount included in MTP for the current year together any approved slippage from the previous year.</i>	<i>The overall net cost of the scheme based on historic actuals and future approved.</i>	<i>The projected difference between the approved total net cost of the scheme and the actual net expenditure to deliver the scheme.</i>			<i>Brief narrative describing any deferral, slippage or financial variance.</i>
<i>Projects are allocated to portfolio holders and then grouped by function.</i>		<i>For appraisals that relate to an annually recurring sum the approved date is assumed as the end of March for the year being reported on.</i>	<i>To qualify as a 'deferral' the delay/acceleration must have been approved in advance by a project board (which includes a Chief Officer).</i>	<i>Schemes where deferral/slippage is based on an 'actual' completion date are distinguished in the report by **.</i>		<i>For annually recurring sums this is the current year funding only. These are indicated in the report by #.</i>				



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CABINET

27<sup>th</sup> MAY 2004

**TREASURY MANAGEMENT  
INVESTMENT PERFORMANCE  
(Report by the Head of Financial Services)**

**1. INTRODUCTION**

- 1.1. This report comments on the performance of the fund from January to March 2004. At 31 March 2004 the Fund Managers were managing £78m of the Council's funds: £29m with Investec, £29m with Alliance Capital and £20m with CDCM.

**2. PERFORMANCE SUMMARY**

- 2.1. Annex A provides comparative tables showing investment returns over different periods.

**2.2 January to March 2004**

Investec and Alliance Capital both made the same return in the quarter ending March 2004 of 0.95%, just below the benchmark.

CDCM continued their excellent performance in the fourth quarter. They outperformed the other two managers, the benchmark and the industry average.

**2.3 2003/04**

The financial year as a whole was a disappointing time for most managers; nearly all failed to reach their benchmarks. The market for fixed interest securities (gilts and certificates of deposit) has been the most difficult for ten years. The results for the year show that the Council's strategy to appoint three fund managers, which invest in different instruments, has been sound and the performance of CDCM has helped to offset the poor returns from Investec.

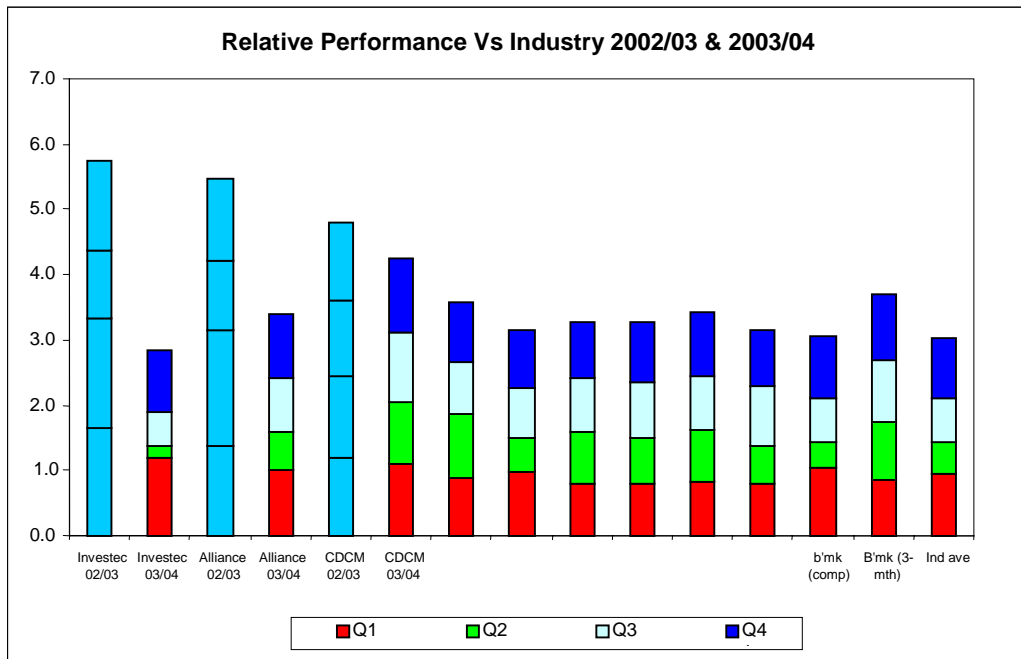
**2.4 Since start of new mandates (July/August 2000)**

They have all performed better than the benchmark and the industry average since the start of the new mandates, but the position of overall best performer is now Alliance though CDCM have exceeded their benchmark by most.

**3. PERFORMANCE V. INDUSTRY**

- 3.1 The graph below shows that CDCM were the best performing Fund Manager for the year, whilst Investec were trailing with the worst results.

- 3.2 The performance for 2002/3 is also shown to highlight two aspects; firstly that returns were considerably better last year, and secondly that the relative performance of the Fund Managers has changed between 2002/3 and this year.



**4. PERFORMANCE AGAINST BUDGET**

4.1 In the last report to Cabinet on the performance of funds in March an estimated shortfall of £280k was reported. The provisional outturn is very close to that figure.

**5. RECOMMENDATIONS**

5.1 It is recommended that Cabinet note this report.

**BACKGROUND PAPERS**

Working papers in Financial Services

**CONTACT OFFICER**

Steve Couper – Head of Financial Services Tel. 01480 388103

<b>PERFORMANCE FOR THE QUARTER JANUARY 2004 – MARCH 2004</b>					
	Performance %	HDC Benchmark %	Industry Average %	Variation from	
				HDC Benchmark %	Industry average %
<b>Investec</b>	<b>0.95</b>	0.96*	0.92	<b>-0.01</b>	<b>+0.03</b>
<b>Alliance</b>	<b>0.95</b>	0.96*	0.92	<b>-0.01</b>	<b>+0.03</b>
<b>CDCM</b>	<b>1.13</b>	1.02**	0.92	<b>+0.11</b>	<b>+0.21</b>

<b>CUMULATIVE PERFORMANCE FOR THE YEAR 2003/4</b>					
	Performance %	HDC Benchmark %	Industry Average %	Variation from	
				HDC Benchmark %	Industry average %
<b>Investec</b>	<b>2.86</b>	3.10*	3.05	<b>-0.24</b>	<b>-0.19</b>
<b>Alliance</b>	<b>3.42</b>	3.10*	3.05	<b>+0.32</b>	<b>+0.37</b>
<b>CDCM</b>	<b>4.26</b>	3.71**	3.05	<b>+0.55</b>	<b>+1.21</b>

<b>CUMULATIVE PERFORMANCE SINCE JULY 2000</b>					
	Performance %	HDC Benchmark %	Industry Average %	Variation from	
				HDC Benchmark %	Industry average %
<b>Investec</b>	19.98	19.87	18.46	<b>+0.11</b>	<b>+1.52</b>
<b>Alliance #</b>	20.13	19.31	17.87	<b>+0.82</b>	<b>+2.26</b>
<b>CDCM</b>	20.11	17.77	18.46	<b>+2.34</b>	<b>+1.65</b>

# The mandate with Alliance Capital started in August 2000

\* Composite of 60% Merrill Lynch 3 month LIBID (London Inter-Bank Bid Rate) and 40% ML 0-5yr Gilt Index.

\*\* 3 month LIBID

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**CABINET**

**27 MAY 2004**

**RESPONSE TO DEFRA CONSULTATIONS ON THE UNLAWFUL  
DISPOSAL OF WASTE  
(Report by Head of Operations)**

**1. INTRODUCTION**

1.1 This report informs Cabinet of proposed responses to DEFRA on behalf of the Council following consultation on:

- (a) New Fly Tipping Strategy and as part of that strategy, -
- (b) Proposed new statutory directions to the Environment Agency (EA) and Waste Collection Authorities (WCA) changing the current responsibilities in respect of the unlawful disposal of waste.

1.2 Responses to the consultations were initially requested by 14 May 2004 but will now be accepted until the end of May 2004. Both consultations deal with similar issues so are dealt with here as a single topic.

**2 BACKGROUND**

2.1 As part of a package of measures grouped broadly under the heading of Anti Social Behaviour, DEFRA has consulted Local Authorities on a broad range of issues in the past year related to littering and fly tipping.

2.2 DEFRA has now brought together the results of last year's consultations in the form of a proposed Fly Tipping Strategy.

2.3 The strategy reflects the government's view that, in recent years, it has provided a range of powers to Local Authorities and the EA to take action in respect of fly tipping and illegally dumped waste which have not been used effectively.

2.4 Statutory responsibility for the removal of fly tipped material is currently divided between WCA's and the EA. The current division in respect of 'who does what' divides along the lines that the waste collection authority deals with all inert fly tipped material. The EA deals with all contaminated waste, large volume waste and waste in the area of watercourses or likely to cause pollution of watercourses. The agency has wide powers and is supported by a very large legal department with expertise in prosecuting these types of offence.

2.5 In areas where fly tipping is a major problem, these divisions of responsibility have caused problems and delays in dealing with fly tipped material (not the case in Huntingdondshire). To address these problems, the EA and the Local Government Association developed a voluntary 'Fly Tipping Protocol' to define more clearly, who dealt with what. Although this protocol has helped those WCA's that undertake active enforcement, experience has shown, that proactive policies do not necessarily eliminate fly tipping but 'displace' it to adjacent areas where less enforcement is taking place.

- 2.6 In areas of the country where fly tipping is on a much smaller scale and presents less of a problem, (such as Huntingdonshire) councils have tended to establish systems that provide for quick removal, which has been proven to be effective in stopping 'dumping areas' becoming established. In cases where large volumes are dumped, or materials of a suspicious or dangerous nature are found, the WCA works with the EA to arrange safe removal and disposal.
- 2.7 DEFRA is of the view that the existing voluntary protocol is diverting the EA from its principle role of pollution control and results in the EA having to 'spread it's resources' very thinly on a National basis in order to cope with it current responsibilities.
- 2.8 The proposed new statutory directions, made under the Anti Social Behaviour Act 2003, will move responsibility for the removal of the majority of fly tipped material from the EA to WCA's, leaving the EA with responsibility for only the most serious cases (chemicals/pollution of watercourses and similar).
- 2.9 It also places requirements on WCAs to use powers within both the Environmental Protection Act and the Anti Social Behaviour Act to identify and prosecute offenders, extending those powers to some areas of land in private ownership where previously the WCA had no direct power to intervene, but the EA did. The aim of the directions is to force all WCAs to apply the same rules to eliminate, rather than displace, fly tipping and dumping.
- 2.10 The proposals within the new Statutory Directions are intended to produce a 'level playing field' and ensure that nationally a single standard is applied when dealing with Fly Tipping and dumping.
- 2.11 The consultation document envisages that the effect of these new directions will be cost neutral and no additional funding to meet the new responsibilities is proposed. The view taken in the consultation is similar to that used in previous consultations, in that by undertaking proactive enforcement, the amount of dumping within a WCA's area will reduce and money currently spent on clearing this will balance the cost of enforcement.

### **3. PROPOSED RESPONSE**

- 3.1 Responses to the detailed questions asked in the consultation are contained within the consultation documents attached as Annex 1 to this report.
- 3.2 In addition, it is proposed to include the following paragraphs as an 'overview response'.
- 3.3 Huntingdonshire District Council welcomes and supports the underlying intentions of the proposed Tipping Strategy in reducing the illegal dumping of waste but are deeply concerned that the proposals, as outlined in the consultation documents, shift responsibility for the majority of enforcement to Waste Collection Authorities without matching funds to establish the infrastructure necessary to do so.

- 3.4 Our concern is reflected in DEFRA's own admission that a key reason for doing so, is that the Environment Agency has insufficient resources to discharge its current responsibilities effectively.
- 3.5 The assumption that proactive enforcement at a more local level will generate cost savings to fund the process is naive. To comply with these new Statutory Duties will require us to establish new inspection and enforcement roles that do not exist at present, requiring new capital and revenue funding.
- 3.6 Whilst, in the longer term, some net savings *may* accrue from proactive enforcement, the costs in the early years of establishing the infrastructure necessary to undertake the necessary enforcement will not be cost neutral and will need to be met by local tax increases if funding is not provided.
- 3.7 The Council is already this year having to absorb the cost increases associated with developing new systems to collect and collate details of all fly tipped material as required by DEFRA for the new 'flycapture' national database. The recent consultation document relating to the proposed code of practice related to litter from fast food outlets will if introduced add further cost. It is unreasonable to expect us to absorb the cost of further changes.

#### **4. LOCAL IMPLICATIONS**

- 4.1 If these new directions are made, the District Council will be required to deal with the majority of cases of fly tipping that occur within the district, regardless as to where they occur or the scale of the event, many of which are currently dealt with by the Environment Agency.
- 4.2 To discharge the responsibilities imposed by the directions, it would be necessary to establish a dedicated and specialised enforcement role together with appropriate funding to meet the costs associated with removal, transportation and disposal. These could not be met from existing resources without reducing current service levels in respect of current cleansing activity.

#### **5. RECOMMENDATION**

- 5.1 That the Cabinet be requested to:
- a) endorse the proposed consultation response; and
  - b) authorise appropriate representations on the matter to be made to the Local Government Association.

#### **Background Papers**

DEFRA consultation - Statutory directions to the Environment Agency and waste collection authorities on the unlawful disposal of waste. February 2004.

DEFRA consultation – Fly Tipping Strategy. March 2004

**CONTACT OFFICER** - Robert Ward (Head of Operations.)



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Consultation on Statutory Directions to the Environment Agency and  
Waste Collection Authorities on the unlawful disposal of waste – Annex  
1

Responses to questions.

**Q 1:** It has been suggested that the Agency should primarily deal with enforcement and investigation activities in relation to fly tips involving certain hazardous wastes and larger, more serious incidents while the waste collection authority should primarily deal with clearance of all fly tips and enforcement and investigation activities in relation to smaller-scale fly-tipping incidents. What do you think of this suggestion?

**A:** *It is simply shifting responsibility from one under-resourced arm of government to another. For authorities that do not have a major problem, work loads will increase as they have to take over the functions presently carried out by the EA, who have never managed to do all they are supposed to in this respect.*

**Q 2:** What would be a more sensible division of responsibilities for the future?

**A:** *An option to take the powers if doing so will assist an individual authority that has a major problem in operating an integrated system, speeding up their ability to respond.*

**Q 3:** Do you agree with the Government's suggestion to encourage local authorities to develop a strategic approach to tackling fly tipping?

**A:** *Yes, where this is a key local priority.*

**Q 4:** How prescriptive do you think the Government should be?

**A:** *See Question 2.*

**Q 5:** Do you agree with the need for more joint-working in this area. How do you think this could be encouraged? For example, are local fly tipping fora a good idea? If they are, who should be included in such fora?

A: No. Strategic level teams dealing with waste already exist. This would be duplication.

**Q 6: Will there be extra costs involved for your local authority in tackling fly tipping? If so, to what extent and can you provide detailed estimates?**

**A: *Yes, if the above proposals are introduced. No cost estimates available.***

**Q 7: Will your local authority need time to gear-up to implement these directions? If so, how long?**

**A: *Yes, one year's full budget cycle off 12 to 18 months for those with formal Medium Term Financial Planning processes in place.***

### **DEFRA Flying Tipping Strategy**

#### **Responses to Consultation Questions**

**Q1: Do you think that these measures would be effective at enforcing the duty of care provisions?**

**A:- *Only if the enforcement infrastructure is in place.***

**Q2: Would your local authority want to use these powers?**

**A: *Unlikely.***

**Q3: Do you think that the Agency and local authorities should be able to keep the receipts from fines issued?**

**A: *Yes .***

**Q4: Do you think that the suggested level of £300 would provide a sufficient deterrent?**

**A: *Only for smaller operators.***

**Q5: Do you agree with these estimates? Estimates of costs involved in enforcement action would be welcomed.**

**A: *Who will provide the funding in the initial stages?***

**Q6:** We would be interested on your views as to how this proposal could work in practice.

**A:** *There would be a significant cost in setting up a registration system at local level.*

**Q7:** Do you agree that this proposal would provide a stronger deterrent against committing an offence?

**A:** *Yes.*

**Q8:** Do you think that it would lead to more prosecutions?

**A:** *Yes.*

**Q9:** Do you think that it will help to send the message to the Courts and the public that fly tipping is a serious criminal offence?

**A:** *Yes.*

**Q10:** Do you agree that owners of land should come within the scope of section 59?

**A:** *Yes.*

**Q11:** Do you agree that the defence should remain as it currently exists?

**A:** *Yes where there is no complicity.*

**Q12:** Do you agree with the cost estimates associated with this proposal? Do you have better estimates?

**A:** *No, it imposes additional work.*

**Q13:** Would your local authority use this power more if it was amended in this way?

**A:** *Probably.*

**Q14:** Have you found that the illegal dumping of construction and

demolition or excavation waste is a problem?

**A:** *No more nor less than most other forms.*

**Q15:** Would you agree with an approach that involved site waste management plans at the planning stage?

**A:** *Yes, that would make sense.*

**Q16:** Are there any other measures that could help the authorities deal with the fly tipping of construction and demolition waste?

**A:** *Allow smaller builders / Tradesmen access to HWRC sites by some form of registration / fee scheme. At present they are prohibited and disposing of 'small' loads at main landfill sites normally attracts a minimum tonnage cost, inflating the cost of disposal and encouraging disposal by 'other means' It is self defeating.*



By virtue of paragraph(s) 8 of Part 1 of Schedule 12A of the Local Government Act 1972.

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# Agenda Item 12

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# Agenda Item 13

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