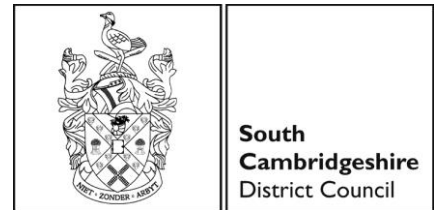


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2 November 2016

To: Chairman – Councillor Tony Orgee
Vice-Chairman – Councillor Grenville Chamberlain
Members of the Scrutiny and Overview Committee – Councillors David Bard,
Henry Batchelor, Kevin Cuffley, Graham Cone, Jose Hales, Philippa Hart and
Bunty Waters

Quorum: 6

Dear Councillor

This is a supplement to the previously-published agenda for the meeting of **SCRUTINY AND OVERVIEW COMMITTEE** on **WEDNESDAY, 9 NOVEMBER 2016**, containing those reports which had not been received by the original publication deadline.

Yours faithfully
JEAN HUNTER
Chief Executive

Requests for a large print agenda must be received at least 48 hours before the meeting.

AGENDA

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9. 2016-17 Second Quarterly Position Statement on Finance, Performance and Risk - Report to Follow

The quarterly position report sets out updates in respect of the Council's finance, performance and risk at 30 September 2016; it is available to view on the Council's website with the on-line version of this agenda.

Please go to

<http://scamb.moderngov.co.uk/ieListDocuments.aspx?CId=417&MId=6803&Ver=4>

Paper copies can be made available on request. The report enables Members to maintain a sound understanding of the organisation's financial position and performance in an integrated and transparent manner; as such, it is an essential component of the Council's corporate governance arrangements. The report will be received by Cabinet at its meeting on 17 November 2016.

Questions and comments relating to specific issues raised within it should be notified in advance of the meeting, in order to allow sufficient time for additional clarification to be prepared, and relevant Portfolio Holders invited to attend as appropriate. The Committee may decide that specific issues require further consideration, in which case it may make recommendations to the Cabinet meeting at which the Position Report will be presented, or commission detailed investigation as part of its evolving work programme.

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Agenda Item 9



South
Cambridgeshire
District Council

Report To: Leader and Cabinet

17 November 2016

Lead Officer: Acting Chief Executive

2016-17 SECOND QUARTERLY POSITION STATEMENT ON FINANCE, PERFORMANCE AND RISK

Purpose

1. To provide Cabinet with a statement on the Council's position with regard to its General Fund, Housing Revenue Account (HRA) and Capital budgets, corporate objectives, performance indicators and strategic risks. Integrated reporting in this way gives EMT and Members the opportunity to examine any areas of concern and decide on the appropriate action.
2. To approve the Strategic Risk Register and Matrix attached at **Appendix D-E**.

Recommendations

3. Cabinet is invited to:
 - (a) consider, comment on and note the Council's provisional financial position together with the performance and risk matters and contextual information set out in the report and **Appendices A-C**, and
 - (b) approve the Strategic Risk Register and Matrix set out in **Appendix D-E**, incorporating the proposed changes set out in paragraph 28 of the report.

Reasons for Recommendations

4. These recommendations are required to enable Members to maintain a sound understanding of the organisation's financial position, performance and risk, and the local context in which it operates. This contributes to the evidence base for the ongoing review of priorities and enables, where appropriate, redirection of resources to reflect emerging priorities and address areas of concern.

Background

5. This is the second quarterly position statement for 2016/17, providing updates in respect of:
 - The Financial Position at 31 August 2016, showing variance between 2016/17 original budgets and the provisional Outturn;
 - The Corporate Plan 2016-2021;
 - Key monthly, quarterly and annual Performance Indicators at 30 September 2016, and
 - The Strategic Risk Register.
6. The Strategic Risk Register and Matrix form the record of corporate risks the Council currently faces in the achievement of strategic aims and delivery of services, together with control measures to address / seek assurance over the risks.

Corporate Plan 2016-2021

7. The Corporate Plan 2015-2020 sets out the following Vision for the Council:

‘South Cambridgeshire will continue to be the best place to live, work and study in the country. Our district will demonstrate impressive and sustainable economic growth. Our residents will have a superb quality of life in an exceptionally beautiful, rural and green environment.’

8. We are working to attain our Vision through three Strategic Aims around four strategic objectives: Living Well, Homes for our Future, Connected Communities, and an Innovative and Dynamic Organisation, and 21 accompanying actions. Detailed commentary on progress and achievements with each of the actions, bringing together relevant finance and performance information, is set out in **Appendix A attached**. Whilst many of the aims and objectives within the plan reflect ongoing long-term priorities, we have reached significant milestones during the year to date, including:

Living Well

- Successful delivery of Parklife 2016 community event, attracting over 5,000 visitors to Milton Country Park to try a number of new sporting activities.
- Active and Healthy 4 Life GP exercise referral scheme from April to September, has seen 140 referrals to the scheme compared with 66 for the same period last year.

Homes for our Future

- Construction of the first homes at Northstowe has begun.
- Keys handed over to 20 new tenants following completion of affordable housing scheme at Swavesey.

Connected Communities

- Consultation concluded on eight-point plan to tackle congestion in and around Cambridge, as part of City Deal.
- Devolution proposal for Cambridgeshire and Peterborough agreed in principle, which would transfer significant powers and funding locally.

An Innovative and Dynamic Organisation

- Commercial initiatives generating income: Ermine Street Housing (110 acquisitions at 30 September 2016), in-house Enforcement Agent (fee income of £14k), Equity Share (£140k profit).
- Updated Organisational Development Strategy for staff and Members agreed, to take us towards Platinum Investors in People status in 2018.

Key Performance Indicators (KPI)

9. Cabinet has agreed a suite of key performance indicators (KPIs) which provide a strategic overview of organisational health. Performance against these indicators is set out in **Appendix B attached**, with accompanying commentary.
10. The EMT meeting of 23 March recommended the replacement of ‘number of **affordable homes started on exception sites**’ with a new KPI, which was to be

developed in collaboration with Planning Policy and Housing Strategy. This was a consequence of the previous KPI falling largely outside of the council's control. The previous KPI also failed to reflect ongoing work to bring exception sites forward (these can take up to 5 years to start) or to account for development brought forward in the absence of a 5-year land supply.

11. Work is ongoing between Planning Policy and Housing Strategy to identify the most effective monitoring arrangement for the delivery of new affordable housing, and more specifically to meet the City Deal additional 1,000 homes commitment. This work is being taken forward as part of the emerging Housing Strategy, and will be subject to a Member Workshop during November 2016.
12. **Land Charges** search response days was included within the KPI suite following the identification of performance issues following an internal restructure and loss of key staff. Two additional officers have been recruited with address the backlog of applications, which has now cleared. Performance improved from 28.4 days in July to 21.1 in September.
13. To provide focus on key major development milestones, a new performance indicator was approved at EMT (23/03/16) around the '% of Development Delivery Agreements (DDAs) on target'. We are working to put in place DDAs with applicants by end of 2016 to ensure a clear agreed work programme for timescale delivery, and to help budget/resource planning. Draft DDAs are in place for the four housing parcels at Northstowe, with sign-off pending final timescale agreement. The principle is agreed for putting DDAs in place at Bourn Airfield, Waterbeach and Northstowe Phases 2&3 - strategy and milestone sequences are being prepared to allow DDAs to be completed.
14. Data relating to the validation of planning applications is now available and is reported as PN508 within Appendix B.
15. The data in **Appendix B1** shows actual performance against target and intervention levels, which were agreed at the beginning of the year by directors in consultation with Portfolio Holders. The Council uses a 'traffic light' system to denote performance, whereby:
 - **Green** signifies performance targets which have been met or surpassed.
 - **Amber** denotes performance below target but above intervention level. It is the responsibility of service managers to monitor such performance closely, putting in place remedial actions at the operational level to raise standards as required.
 - **Red** denotes performance below the intervention level. This represents underperformance of concern, and should prompt interventions at the strategic level which are likely to involve the reallocation of resources and proposals to redesign how services are provided.

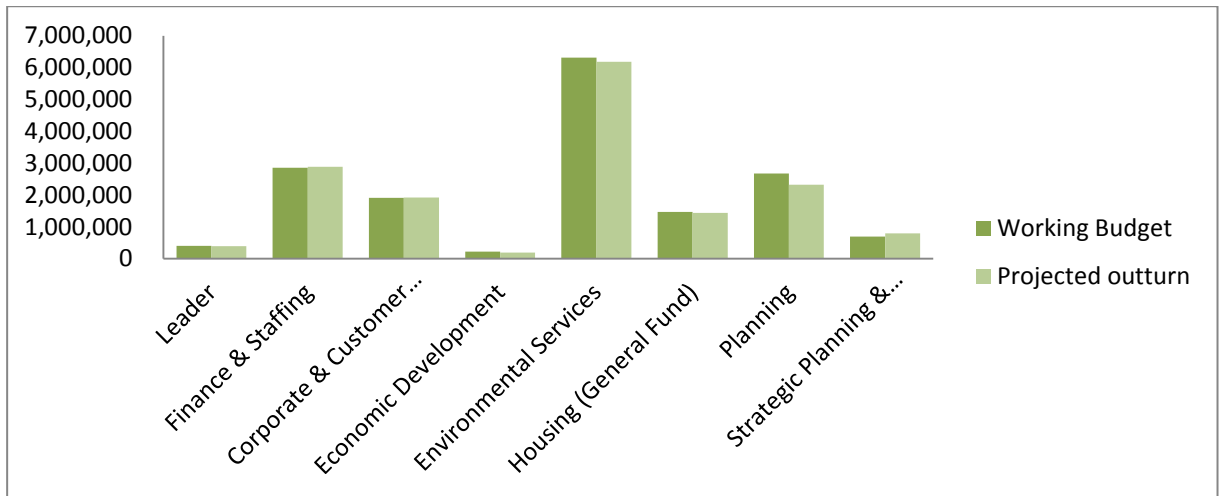
Finance: General Fund, HRA and Capital

16. This position statement is reporting on the variance between the 2016/17 working budgets and the projected Outturn for the Q2 of the year – as at the end of August 2016. Below is a summary of the provisional outturns.

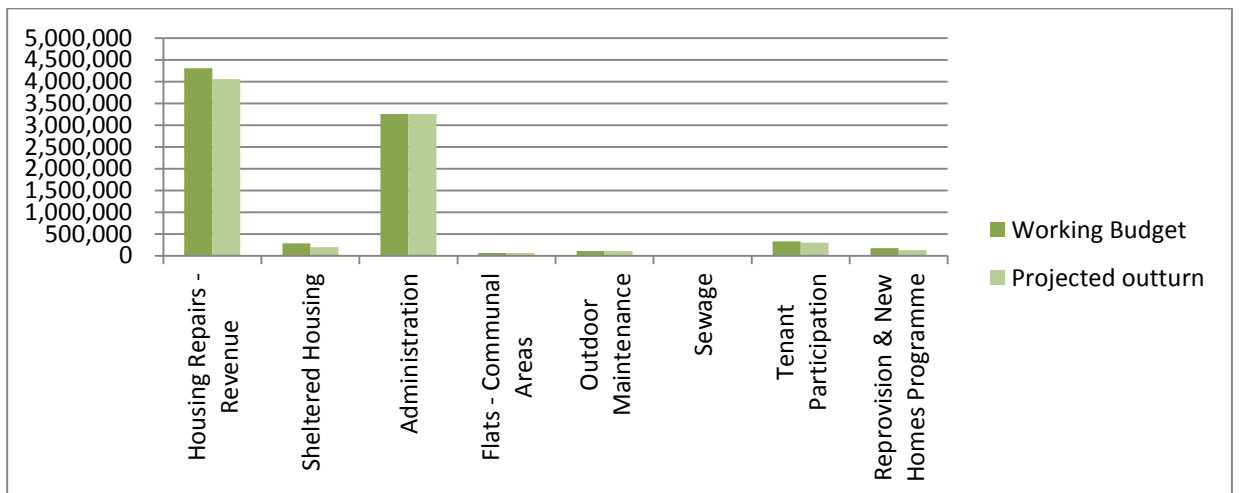
	Q2 Outturn Variance
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	Compared to Working Budget	
	£'000	%
General Fund	(29.1)	(0)
Housing Revenue Account (HRA)	(659.5)	(7)
Capital	(1,878.2)	(10)

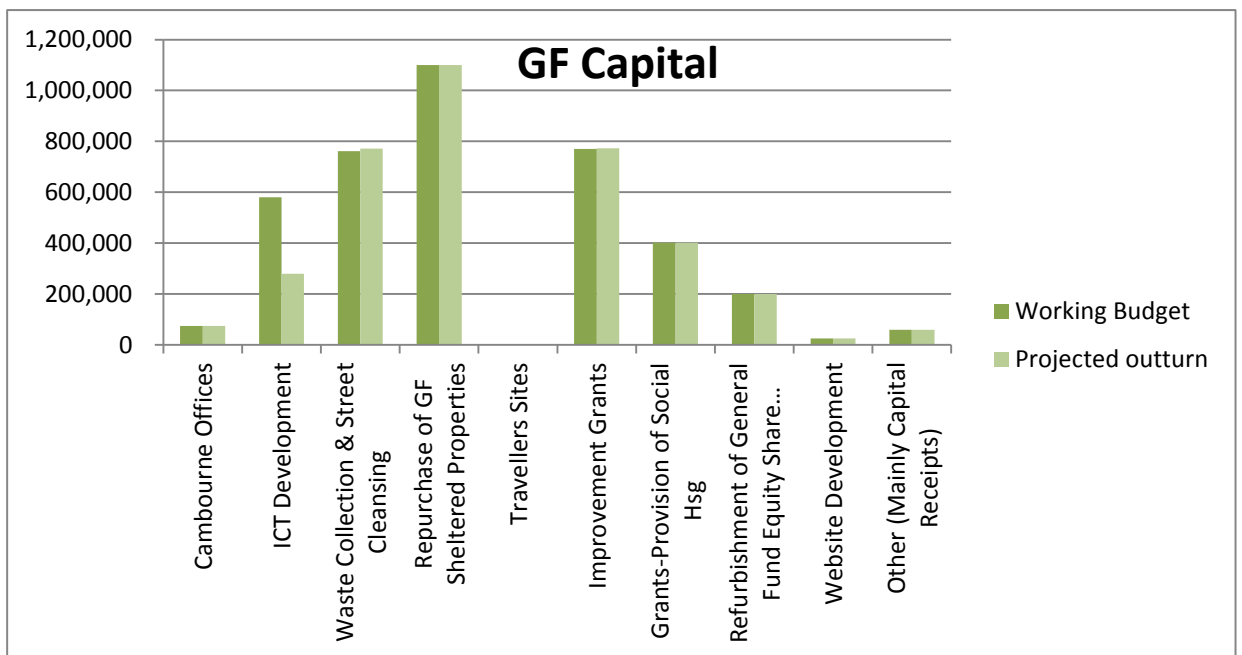
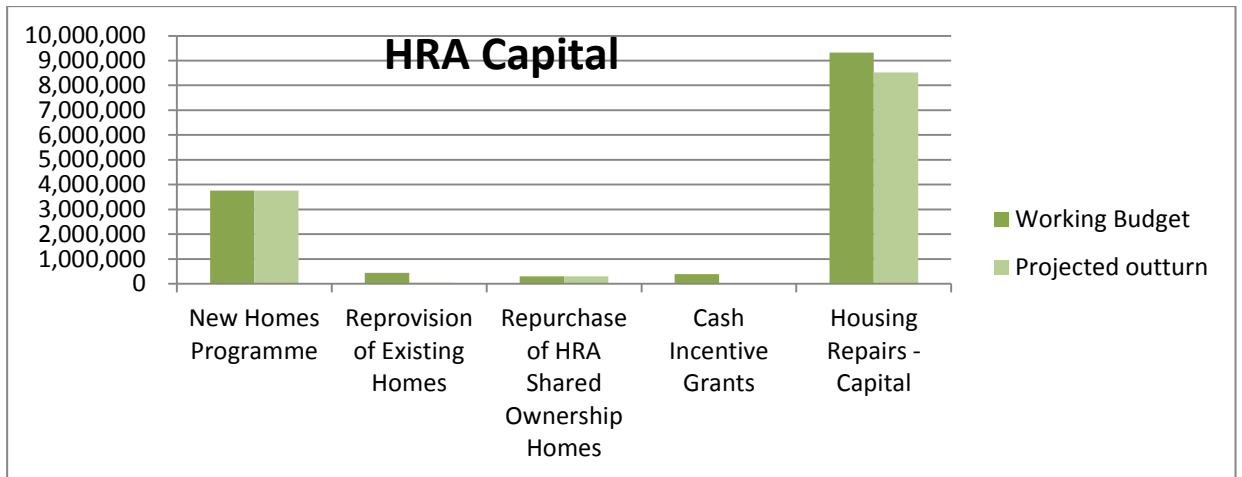
17. The General Fund variance is largely due to the £75K saving on the growth budget in the Shared Waste Service and additional Planning Fee income:



18. The HRA variances relate to savings on the new contract for Cyclical Maintenance works and higher than anticipated rental income:



19. The Capital variance relates to the late start to the building work on Robinson Court, Gamlingay and delays to the improvements work on the non-traditional housing, which is now likely to rollover into the next year as well as unutilised grants received at the start of the year. An additional saving of £300K is anticipated on transfer of the ICT function to the Shared Services:



20. A Summary position statement is provided at **Appendix C**. Significant items are listed in **Appendix C1**.
21. The Summary statement in Appendix C shows a projected General Fund underspend of £29,054, including both Service and Staffing costs. Despite overall underspend, some overspends are in place in staffing lines, primarily due to:
 - the use of Agency Staff within Development Control to carry out work outstanding from previous years, and to cover unfilled vacancies across a number of units
 - unbudgeted market supplements on vacancies to improve staff retention, and
 - a number of new posts not included in the original estimates.
22. Work is currently ongoing to process actual staff costs for the year to date through the service accounts. This will improve the transparency of data in the next Position Statement.

Income

23. With declining resources from Government funding, ensuring that income targets are met becomes more important. Itemised below is the current position on major income sources.

	Budget	Period	Actuals	Variance
	2016/17	Budget	For June	(positive)/
		For June		negative
	£	£	£	£
Land Charges	(254,360)	(108,934)	(90,994)	17,940
Paper Recycling (a)	(294,800)	(73,710)	(45,427)	28,283
Taxi Licensing Fees and Charges	(157,930)	(65,550)	(71,725)	(6,175)
Licences under Acts - Fees and Charges	(113,650)	(32,820)	(33,919)	(1,099)
Travellers Sites Rents	(154,510)	(43,400)	(44,481)	(1,081)
Development Control Fees	(1,200,000)	(500,000)	(875,093)	(375,093)
Development Control Pre-App Fees	(120,000)	(50,000)	(67,507)	(17,507)
New Communities Charges for Services (b)	(565,000)	(235,425)	(7,508)	227,917

(a) Now a shared service with Cambridge City Council - figures represent those attributable to SCDC only.

(b) Includes budgets for Pre-App Fees

24. Work is ongoing to be able to identify the costs associated with the above income streams as not all of this data is captured at the moment.

Risk Management

25. Risk management best practice is that the executive and governance roles should be carried out separately. These roles were therefore allocated between the Executive and Corporate Governance Committee in February 2010, as follows:

- (a) agreement and ownership of the strategic risks facing the Council - the executive role - to the Executive, led by the appropriate portfolio holder;
- (b) approval of the risk management strategy; advice and assurance regarding the adequacy and effectiveness of risk management - the governance role - to Corporate Governance Committee.

26. Cabinet, led by the designated portfolio holder for risk management, therefore takes executive responsibility for management of the strategic risks facing the Council, including review of the Strategic Risk Register.

27. The Strategic Risk Register and Matrix have been reviewed with the nominated risk owners and other members of EMT. They are attached as **Appendices D-E**.

28. Proposed updates are as follows:

(a) STR30, Devolution Risk - Failure of implementation programme to deliver on scope, time, quality and cost. This risk was identified for possible inclusion in the Strategic Risk Register during the last review. It is therefore proposed that this be included on the register, with initial assessments of Impact 4 (High) and Likelihood as 3 (Medium).

(b) STR31, Failure of Combined Authority to deliver Devolution effectively. This risk was identified for possible inclusion in the Strategic Risk Register during the last

review. It is therefore proposed that this be included on the register, with initial assessments of Impact 4 (High) and Likelihood as 2 (Low).

Note: Inclusion of the above risks is subject to Council approval of the Devolution proposal, and it subsequently progressing with support from other participating authorities. Members are reminded that a Devolution Briefing will take on Thursday 10 November 2016 at 6.30pm.

(c) STR08 - Medium Term Financial Strategy (MTFS). With the introduction of the Efficiency Plan submitted to Government thereby seeking to confirm significant elements of income for the next three years as a control/mitigation, likelihood of the risk occurring has decreased. It is therefore proposed that the relevant risk rating is reduced from 4 (High) to 3 (Medium).

(d) STR03, Illegal Traveller encampments or developments. Significant improvement in the Council's control of Traveller encampments and developments has taken place since the risk was first introduced. It is therefore proposed that the risk is no longer a Strategic risk for the Council and should only be retained and monitored as a service risk on the Planning and New Communities Risk register.

29. In reviewing the Strategic Risk Register and Matrix Cabinet could:
- (a) add to, delete from, or make other changes to risks, in terms of either the title or detail of the risks or control measures / sources of assurance;
 - (b) alter the assessment scores of risks, in terms of either their impact or likelihood.

Implications

30. In the writing of this report, taking into account financial, legal, staffing, risk management, equality and diversity, climate change, community safety and any other key issues, the following implications have been considered: -

Financial

31. The Council needs to ensure that it spends within its budgets, because of the impact on the level of balances and the implication for the Medium Term Financial Strategy.

Risk Management

32. The Council's Strategic Risks continue to be proactively managed through control measures to reduce their likelihood and mitigate their impact.

Consultation responses (including from the Youth Council)

33. Corporate Plan aims and actions, and the allocation of resources to deliver them, are based on assessed need and priorities and are subject to consultation each year prior to adoption.
34. The comments of the cost centre managers and directors were requested on the financial position and projected out-turn. Council Action and Performance Indicator updates have been prepared in liaison with lead officers in each directorate.

Effect on Strategic Aims

35. Timely and robust consideration of the Council's budgets and corporate plan is vital to ensure corporate priorities are met and strategic risks involved in delivering these identified and managed proactively.

Conclusion

36. The Council continues to reach important milestones against Corporate Plan objectives, and its revenue, capital and HRA budgets are projected to remain within acceptable variation levels. Strong performance has been maintained in key frontline and support areas of the business, (Council Tax and housing rent collection, percentage of waste diverted from landfill), and there is improvement in development control and missed bins performance. The customer contact service has experienced call wait times which have been higher than desirable due to high volumes and staff vacancies; the service has since recruited to a number of positions, the positive impacts of which are reflected in improved September performance. Complaints handling performance continues to be a concern, in response to which EMT commissioned the Corporate Management group of Service Heads to identify measures to address.

Background Papers: None

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Action - related PIs also listed where relevant	What we are doing to achieve this objective	Outcomes – What success looks like	What is still left to do
LIVING WELL			
Objective (A) - Support our communities to remain in good health whilst continuing to protect the natural and built environment.			
(i) Proactive intervention to improve mental health and emotional wellbeing for all	<p>Sports activities programme</p> <p>Recruited and trained a number of workplace Health and Wellbeing Champions who have started a programme of initiatives to support this, including a recent mental health lunchtime event.</p>	<p>Over 100 young people with learning difficulties or physical disabilities enjoyed our annual athletics event in June. Pupils aged between 10-19 from across Cambridgeshire took part in a range of activities including relays, shot-putting and sprinting.</p> <p>Indoor Athletics Plus event held at Cambourne School in October enabled over 70 young people to participate in a range of athletic events. 15 young leaders from Cambourne School assisted on the day.</p> <p>Five days of Holiday Sports Camps held in August. 279 young people participated and enjoyed Netball, Athletics, Rounders and Kwik Cricket.</p>	<p>Deliver sports programmes.</p> <p>Locality work to develop community-led activities for older children</p> <p>Local Health Partnership to develop an action plan on tackling loneliness.</p>

APPENDIX A – CORPORATE PLAN 2016-2021 – PROGRESS REPORT, QUARTER TWO 2016-2017

Action - related PIs also listed where relevant	What we are doing to achieve this objective	Outcomes – What success looks like	What is still left to do
<p>(ii) Support our residents to stay in good health as they grow older, with access to the services they need</p>	<p>Continue to fund Mobile Wardens grant scheme, supporting 12 schemes in 2016/17.</p> <p>Delivery of handyperson scheme contract (Age UK)</p> <p>Continue to deliver Active and Healthy 4 Life scheme in partnership with local sports centres.</p> <p>Working with Cambridgeshire Celebrates Age to publicise local activities for older people.</p> <p>Close working with Clinical Commissioning Groups and NHS England to improve GP access in new communities.</p>	<p>Disability Huntingdonshire, with funding from our Service Support Grant scheme, has helped local people access advice, information and support. A Longstanton resident, supported to apply for Employment and Support Allowance, said 'If I hadn't got this benefit I would not have been able to survive.'</p> <p>Active and Healthy 4 Life GP exercise referral scheme from April to September, has seen 140 referrals to the scheme compared with 66 for the same period last year.</p> <p>The mobile wardens scheme has helped support over 250 local residents across 12 schemes.</p>	<p>The Cambridgeshire and Peterborough Devolution proposal includes working with government on a National Work and Health Programme focussed on those with a health condition or disability, as well as the long-term unemployed.</p> <p>Further promotion of the Active and Healthy 4 Life scheme especially with GPs.</p> <p>Applicants have been invited for funding from the £19k allocated to support mobile wardens. The closing date is 16 December 2016.</p>
<p>(iii) Ensure our new and established communities provide thriving, healthy, safe and attractive places to live</p> <p>Related PIs:</p> <ul style="list-style-type: none"> • Satisfaction with local environmental quality • Satisfaction with waste services 	<p>CDRP 2016-17 priorities agreed: Work together to (1) Protect the vulnerable (2) Tackle dwelling burglary (3) Improve our understanding of our increasingly diverse communities and build community resilience.</p> <p>Successes against the 2015-16 action plan included:</p> <ul style="list-style-type: none"> - Delivered awareness drama around child sexual exploitation and Safety Zones programme to 250 primary school children - Developed new community-led No 	<p>Successful delivery of Parklife 2016 – 5,000 visitors</p> <p>2016 CDRP Strategic Assessment showed that crime levels are low in the district and remain among the lowest nationally.</p> <p>75% of residents satisfied with local environmental quality, based on 558 responses to 2016 survey. We are working with the Shared Waste Service to identify priority actions to address concerns and improve satisfaction. 57% saw dog fouling, 53% litter and 34% fly</p>	<p>Deliver CDRP partnership 2016-2017 Action Plan.</p> <p>Community Access Agreement for Northstowe Phase One Primary School</p> <p>Project Plans for Northstowe Phase One Sports Pavilion and Community Centre</p> <p>Implementation of the Playing Pitch and Indoor Sports Facility strategies will enable the delivery of appropriate sporting facilities, thus helping communities to remain in good health.</p> <p>Agree and deliver Northstowe Healthy</p>

APPENDIX A – CORPORATE PLAN 2016-2021 – PROGRESS REPORT, QUARTER TWO 2016-2017

Action - related PIs also listed where relevant	What we are doing to achieve this objective	Outcomes – What success looks like	What is still left to do
	<p>Cold Calling zones</p> <ul style="list-style-type: none"> - Hosted a slavery awareness summit for parishes and villages <p>Northstowe Healthy Town initiative</p> <p>The Planning Portfolio Holder has endorsed Playing Pitch and Indoor Sports Facility strategies for SCDC and Cambridge City Council.</p> <p>Cabinet and Council approved a 25-year loan of £1.85 million to address a funding gap towards building a Cambridge Ice Arena adjacent to the Wing development. This facility will meet a recognised local need and be built to international standards, using the latest construction technologies to reduce its environmental impact.</p> <p>Signposting parish councils and community groups to various bodies that provide funding and governance advice. e.g. Community Business Bright Ideas Fund. Also Grantgrabber (a grant finding service found on the SCDC website)</p>	<p>tipping as issues.</p>	<p>Town Initiative work plan.</p> <p>Welcome packs for new residents at Northstowe.</p> <p>Community Awards 2016/17.</p> <p>Encourage and facilitate sharing of good practice between parish councils.</p> <p>Networking event for groups engaging in youth work (November 2016).</p>
(iv) Support local businesses to improve the health of their employees	<p>Local Health Partnership mental health training for frontline staff on ways to work effectively in understanding and dealing with behaviour related to mental health issues (16 attended across partners).</p>	<p>Businesses report improved employee health outcomes and associated business benefits.</p>	<p>Build a network of 'Mindful Employers' to support improved mental health</p>

APPENDIX A – CORPORATE PLAN 2016-2021 – PROGRESS REPORT, QUARTER TWO 2016-2017

Action - related PIs also listed where relevant	What we are doing to achieve this objective	Outcomes – What success looks like	What is still left to do
(v) Work with other councils, the NHS and public sector partners, to make sure families with the most complex needs are supported to improve their own health, prospects and prosperity	Developing a multi-agency 'Lead Professional' approach to put in place referral, case management and information sharing processes to improve outcomes for vulnerable elderly people across the county.	Together for Families programme helping families in the district (177 families living in the district are on the Together for Families Programme).	'Lead Professional' business case to be completed and reported to EMT.
(vi) Improve existing private rented housing standards to ensure everyone can be safe and healthy at home	<p>DECC Fuel Poverty and Solid Wall Insulation Projects.</p> <p>Developing a Hoarding Protocol and prioritised supporting improvements for hoarders.</p> <p>Dedicated Environmental Health Officer enforcing private sector housing standards.</p> <p>Community events to help residents find out how they can make their homes warmer and cheaper to run took place on 29 October and 2 November in Abington and Fowlmere.</p>	112 homes have been insulated via the DECC schemes creating a reduction in fuels cost and reducing carbon footprint in the SCDC area.	<p>We have previously commissioned a Private Sector Stock Condition Survey every five years but are now exploring more cost-effective methods of gathering relevant data.</p> <p>We also aspire to move to a multi-agency intelligence-led approach to identify and address potentially substandard housing.</p>
HOMES FOR OUR FUTURE			
Objective (B) - Secure the delivery of a wide range of housing to meet the needs of existing and future communities			
<p>(i) Influence developers to increase the pace of housing and infrastructure construction, including delivery of affordable housing</p> <p>Related PI(s):</p> <ul style="list-style-type: none"> PI around Affordable 	<p>Supporting development of live and pre application proposals at Northstowe.</p> <p>Reviewing S106 process and Planning Performance Agreement (PPA) processes to shorten decision timelines.</p> <p>Strategic Review of major applications to identify key delivery agents and opportunities to address 5 year land</p>	<p>Final data on housing completions and net additional dwellings provided during 2015/16 will be published with the Annual Monitoring Report, following the receipt of data from the County Council, in Autumn 2016.</p> <p>Construction of the first homes at Northstowe began in September and buyers can now register to buy them.</p>	<p>Planning decisions for strategically significant sites.</p> <p>Conclude existing post decision S106 agreement.</p> <p>Four further housebuilders are hoping to have applications at Northstowe approved over the coming months with</p>

APPENDIX A – CORPORATE PLAN 2016-2021 – PROGRESS REPORT, QUARTER TWO 2016-2017

Action - related PIs also listed where relevant	What we are doing to achieve this objective	Outcomes – What success looks like	What is still left to do
<p>Homes delivery</p> <ul style="list-style-type: none"> • Planning determination time performance • Developer Delivery performance 	<p>supply.</p> <p>We have recently won an appeal against a refusal of planning permission for a small development without affordable housing. This gives strength to our argument that small sites should provide affordable housing because of the acute affordability issues in the area.</p>	<p>The developer is planning to open a sales office on site in November.</p>	<p>a view to construction commencing in the New Year.</p> <p>We will continue to challenge developments not proposing affordable housing.</p>
<p>(ii) Increase the range of housing and tenure options for residents, including Right to Build and Starter Homes</p>	<p>The Housing Development Agency (HDA) is taking forward affordable housing proposals on a number of sites around the district, which would provide a total of 110 units, comprising a mix of Intermediate, Affordable and Market Housing.</p> <p>The HDA now operating with Management Board and Member Reference Group. Staff recruitment is underway.</p> <p>July 2016 Cabinet approved proposals for a self and custom build service based on the identification and sale of council-owned land plots with outline planning permission, and an offer to Eastern Regional Local Authorities to run an applicant and land register.</p>	<p>Recent HRA funded developments completed at Swavesey (20 units), and Linton (4). On site with Foxton (15)</p> <p>Jill Vass, who has recently moved into one of the new homes at Swavesey, described it as ‘a lovely new home...in a lovely village. This is an exciting new chapter in my life.’</p>	<p>The Housing Development Agency has committed to deliver a total of 250 additional affordable homes from 2018/19 and beyond.</p> <p>Undertake further work to identify the most suitable governance model for the regional self-build service.</p> <p>Establish the form of the HDA (Shared service or separate company)</p> <p>The Cambridgeshire and Peterborough Devolution proposal includes a £100 million housing fund to be invested over the next five years to build more homes in Cambridgeshire and Peterborough, including affordable, rent and shared ownership.</p>
<p>(iii) Continue to progress the Local Plan to adoption</p>	<p>Joint Local Plan examination hearings for SCDC and Cambridge City recommenced took place between 7 June 2016 - 14 September 2016. The final Plan is unlikely to be ready for adoption until late 2017.</p> <p>We have prepared a number of amendments to the Plan to reflect</p>	<p>Finding of a “sound” plan by inspector will constitute success against this measure.</p>	<p>Hearings about issues specific to our district started on 1 November 2016; beginning with climate change, the Inspectors will move on to the policies we have put forward to make sure our local communities have services and facilities they need, such as shops, health centres and community centres.</p>

APPENDIX A – CORPORATE PLAN 2016-2021 – PROGRESS REPORT, QUARTER TWO 2016-2017

Action - related PIs also listed where relevant	What we are doing to achieve this objective	Outcomes – What success looks like	What is still left to do
	<p>changing circumstances around the expansion of Addenbrooke's and the Cambridge Biomedical Campus, new settlements and Gypsies and Travellers. The amendments will be subject to approval by Council.</p>		<p>The inspectors have published a revised timetable for the hearings that will take place in January and February, covering the natural and historic environment followed by economic matters.</p>
<p>(iv) Help Parishes and villages wishing to shape their own futures by developing Neighbourhood Plans that address community priorities</p>	<p>Ten neighbourhood areas have been designated, with Neighbourhood Plans being prepared for these areas, most recently at Great Abington and Whittlesford.</p> <p>A joint training session was held in July to support Parish's preparing NP's.</p>	<p>Parishes wishing to adopt Neighbourhood Plans successfully do so.</p>	<p>The Planning Portfolio Holder has established a group to review how SCDC can most appropriately and effectively fulfil its duty to support parish councils in preparing neighbourhood plans.</p> <p>Consultation on the proposed designation of Stapleford and Great Shelford parishes as a Neighbourhood Area concluded on 2 November 2016.</p>
<p>(v) Find solutions for people facing homelessness</p> <p>Related PI(s):</p> <ul style="list-style-type: none"> • Households in temporary accommodation • Households helped to avoid homelessness • B&B spend • % Discretionary Housing Grant paid 	<p>Working in partnership with Chartered Institute of Housing to review homelessness in the District.</p> <p>Reviewing the PSL scheme and setting up a new in-house scheme.</p> <p>Awaiting further details on government policy and legislation around housing and welfare reforms</p>	<p>44 households helped to prevent homelessness, compared to 24 in Quarter One.</p> <p>65 households in temporary accommodation at end of quarter two, whilst B&B spend remains below target.</p> <p>41% Discretionary Housing grant paid by end of September, helping to mitigate the risk posed by welfare reform and homelessness.</p>	<p>Review the Homelessness Strategy once the full impacts of the government's legislative programme relating to planning, housing and welfare reform are clarified and understood, including the impact on temporary accommodation and access to the private rented sector.</p> <p>£80k of Discretionary Housing grant has been put aside for applicants who are likely to be adversely affected by this change.</p>
<p>(vi) Secure a viable future programme for our Council houses</p>	<p>Following the reduction in rental income as of 2015-2019 we sought alternative funding streams into the Housing Revenue Account (HRA). Via our Right to Build Vanguard work we have brought a plan for a programme of HRA-owned land plots for sale through the system approved by Cabinet in July 2016 (see</p>	<p>From 2018 – 1 – 2 exception site schemes in planning or on site.</p> <p>Package purchase of affordable units from S106 sites</p> <p>Yr 1 -2017 – 15 units may be achievable. Yr 2 – 2018 – 25 units may</p>	<p>Gain outline planning for initial plots in system and sell by Quarter 4 2016. The estimated receipt of around £1 million will kick-start the programme.</p> <p>Recruit a Self Build Project Officer to take the plot sale programme forwards.</p>

APPENDIX A – CORPORATE PLAN 2016-2021 – PROGRESS REPORT, QUARTER TWO 2016-2017

Action - related PIs also listed where relevant	What we are doing to achieve this objective	Outcomes – What success looks like	What is still left to do
	B(ii) above). The capital receipt from plot sales will from 2017 establish a growing capital spend that can be matched with Right to Buy receipts to focus on exception site council new build from 2017 onwards.	be achievable.	
CONNECTED COMMUNITIES			
Objective (C) Work with partners to ensure new transport and digital infrastructure supports and strengthens communities and that our approach to growth sustains prosperity			
<p>i. Deliver the “City Deal”, investing in transport, housing, technology and skills to ensure the area continues to be recognised for its economic success and world-leading innovation</p> <p>Related PI(s):</p> <ul style="list-style-type: none"> • Planning determination times performance • Development Delivery Agreement performance 	<p>Consultation has concluded on a proposed eight-point plan to tackle congestion in and around Cambridge. More than 9,000 responses were received from residents, businesses and organisations.</p> <p>The Executive Board has agreed in principle that a segregated route between Cambourne and Cambridge, with a Park & Ride near the Madingley Mulch roundabout, as the preferred option for better bus journeys along the A428/A1303 corridor.</p> <p>Progress with Housing Development Agency delivery of new housing: see action B(ii) above.</p> <p>The City Deal Executive Board restated its support to seek achievement of 1,000 additional affordable homes, over and above the council’s Local Plan</p>	<p>South Cambs will be the first to benefit from City Deal transport improvements as construction starts on £550k Frog End, Meldreth to Shepreth cycleway, helping to deliver continuous high quality cycle way from Cambridge to Royston.</p> <p>The Cambridge Promotions Agency has handled over 100 enquiries. Evidence shows at least 12 direct investments as a result, as well as a number of ‘heads of terms’ with start-ups and direct corporate collaborations with universities.</p> <p>The City Deal Skills Service delivered 132 new apprenticeships during 2015, including 33 in Engineering Manufacturing and 53 in IT, Software, Web and Telecoms.</p> <p>Growth embodied (in planning application) supported by a clear</p>	<p>An interim report in response to the consultation on tackling city centre congestion will be submitted to the Executive Board by the end of 2016, with a fuller report in the New Year.</p> <p>The A428/A1303 proposal will be subject to further consultation, with a recommendation and Full Outline Business Case for a specific route and Park & Ride location to follow in November 2017.</p> <p>The Smart Cambridge project is exploring future transport innovations centred on driverless vehicles, whilst there are plans to launch a free mobile app in 2017 to give real-time information to bus and other transport users.</p>

APPENDIX A – CORPORATE PLAN 2016-2021 – PROGRESS REPORT, QUARTER TWO 2016-2017

Action - related PIs also listed where relevant	What we are doing to achieve this objective	Outcomes – What success looks like	What is still left to do
	allocations.	programme of infrastructure investment	
ii. Bring forward strategic transport improvements, with particular regard to A14, A428 and A1307 improvement proposals, the M11 corridor and an East-West rail link	<p>The Department for Transport Road Investment Strategy includes an A428 Black Cat to Caxton Gibbet improvement scheme, linking the A421 to Milton Keynes with the existing dual carriageway section of the A428 to Cambridge. It envisages that the scheme would commence late in the period 2015 to 2020.</p> <p>Residents and businesses have been consulted on plans to create new bus and cycleways between Cambridge and Haverhill, linking key research sites and including a possible new Park and Ride facility near the A11/A1307 junction.</p>	<p>The A14 improvement scheme is underway and will be complete by the end of March 2021.</p> <p>The new Cambridge North station at Chesterton is due to open in May 2017.</p>	<p>The Highways Agency anticipates undertaking consultation on route options for the A428 improvement scheme in early 2017.</p> <p>A1307 consultation responses will be taken into account in determining which initial ideas go forward for more detailed technical assessments. Further consultation and stakeholder engagement will be undertaken on preferred options.</p> <p>The Cambridgeshire and Peterborough Devolution proposal includes transport infrastructure improvements including the A10 and the London to King's Lynn rail line.</p>
iii. Continue to sell the South Cambs economic success story, influencing strategic partnerships and investment partners in Government and Business, both nationally and internationally	<p>Council approved a Devolution proposal for public consultation, as part of which significant powers and funding would transfer from central government into a new Combined Authority for Cambridgeshire and Peterborough.</p> <p>Consultation results showed that the majority of people supported devolving powers from Government, and plans for an elected Mayor.</p> <p>The Cambridgeshire and Peterborough Devolution proposal includes a £100 million housing fund to be invested over the next five years to build more homes in Cambridgeshire and Peterborough, including affordable, rent and shared</p>	<p>The successful implementation of a devolution deal which delivers significant investment in infrastructure and skills and the transfer of central government powers locally.</p>	<p>Each council will consider whether to formally agree the deal. SCDC will do so at a Council meeting on 17 November 2016. The government could give final approval to a deal by 31 December 2016, with the Mayoral election to a new Combined Authority taking place in May 2017.</p>
Related PI(s): <ul style="list-style-type: none"> % of NNDR collected 			

APPENDIX A – CORPORATE PLAN 2016-2021 – PROGRESS REPORT, QUARTER TWO 2016-2017

Action - related PIs also listed where relevant	What we are doing to achieve this objective	Outcomes – What success looks like	What is still left to do
	<p>ownership.</p> <p>The deal also includes a new £20 million annual fund for the next 30 years to support economic growth, development of infrastructure and jobs and has many other features.</p>		
<p>iv. Support our villages to strengthen their communities and social networks, reducing isolation by improving access, delivering effective community led services and targeted support for the rural economy.</p>	<p>Refreshing Community Transport Strategy</p> <p>Progress of Community Governance Review for Haslingfield</p> <p>We've launched a You Tube video explaining to communities how they can list important local amenities as Assets of Community Value, and how they might finance subsequent buy-out of these assets into community ownership.</p> <p>First Repair Café was held in Histon on 18 June, supported by SCDC.</p> <p>Further Repair Cafés have proved a great success in Fulbourn (September), and Waterbeach (October) with more scheduled throughout the remainder of the year.</p>	<p>A successful community car scheme has celebrated reaching its fifth anniversary and 3000th journey with a tea party for customers and volunteer staff. Serving the residents of Over, Willingham, Longstanton and Swavesey, OWLS Community Car Scheme provides door-to-door service for medical and social journeys for people who don't have the use of a car and cannot access public transport. The scheme serves around 170 regular clients and is run solely by volunteers, including four coordinators and 20 drivers.</p> <p>Horningsea and Histon are among the most recent village to go live with fibre broadband through the Connecting Cambridgeshire programme, which is on track to reach over 95% of homes and businesses in the county by the end of 2017.</p>	<p>Complete refresh of Community Transport Strategy</p> <p>Community Governance Reviews: Willingham / Over</p> <p>Partner networking events to build local relationships: pilot in one locality</p> <p>Further support for development of repair cafés across the district.</p> <p>Second phase of Connecting Cambridgeshire Superfast Broadband programme to be completed by June 2017, incorporating another 26 communities across the district.</p>
<p>AN INNOVATIVE AND DYNAMIC ORGANISATION</p>			
<p>Objective (D) Adopt a more commercial and business-like approach to ensure we can continue to deliver the best possible services at the lowest possible cost</p>			
<p>i. Take forward commercial activities such as Ermine Street Housing (ESH -</p>	<p>ESH has continued to acquire additional properties to grow its portfolio and the position at 30 September 2016 was 110</p>	<p>It is estimated that income stream for the Council for 2016-17 from ESH will be in the region of £250,000 in addition</p>	<p>Continue delivery of ESH Business Plan.</p>

APPENDIX A – CORPORATE PLAN 2016-2021 – PROGRESS REPORT, QUARTER TWO 2016-2017

Action - related PIs also listed where relevant	What we are doing to achieve this objective	Outcomes – What success looks like	What is still left to do
<p>our ethical lettings company)</p> <p>Related PI(s):</p> <ul style="list-style-type: none"> General Fund budget variance 	<p>acquisitions, 140 leased, totalling 250 properties for rent, 4 resold and 10 more in the pipeline.</p> <p>At 21 September 2016 the In-house Enforcement Agent service had 23 live cases.</p> <p>The Business Hub commenced an arrangement with the British Frozen Foods Federation on 15 July to provide assured advice across the county.</p>	<p>to the appreciation of the capital asset.</p> <p>In-house Enforcement Agent fee income of £13,841 has been received. There are 23 live cases; just over £2.25 million business rates have been collected.</p> <p>Six sales arising from the Equity Share project completed at the end of July producing a profit of £139,500. By careful management and assessment of works required, only £14k has been spent on works out of an original budget of £200k.</p>	<p>Primary Authority negotiations are continuing with major organisations; an agreement has been signed and is awaiting government sign-off. Business Hub working with neighbouring authorities and the Regulatory Development Office to explore future opportunities and direction.</p> <p>The Equity Share Project has five guaranteed sales in the pipeline.</p> <p>Working with local regulators and Local Authorities to introduce “Better Business for All” Government initiative.</p>
<p>ii. Reduce black-bin rubbish and increase income from selling recycled blue-bin waste and paper to keep Council Tax low and reduce waste disposal costs</p> <p>Related PI(s):</p> <ul style="list-style-type: none"> % waste reused, recycled and composted 	<p>A campaign in the Autumn 2016 edition of the residents’ magazine encouraged people to minimise the amount of food waste they put into black bins.</p>	<p>Now that performance has been aggregated across the Single Shared Waste Service, success means achieving at least 50% recycling & composting each year up to 2020. Ideally, there should be no recyclates, green garden waste or food waste in residents’ black bins. ES418 shows aggregated performance at 55%.</p>	<p>The overall programme of extensive work to take forward the Single Shared Waste Service and realise financial benefits continues through the autumn period. This is the current major focus, which comprises an organisational restructure, a possible transfer of City staff to SCDC, considering options to remodel collections rounds, and developing the commercial services of both councils.</p>
<p>iii. Place greater emphasis on sharing services and information to improve resilience and customer service whilst reducing costs</p>	<p>Cabinet has approved a business case for the establishment of an internal Shared Audit Service with Cambridge City and Huntingdonshire District councils.</p> <p>Development work continuing on key ICT projects: strategy and roadmap, shared service desk and financial management system. The 3C ICT Digital</p>	<p>A review of publications for legal has secured a saving of £40,000 per year by removing duplication.</p> <p>The shared internal audit service will provide improved audit coverage and career development opportunities for staff, increase productivity and potential for audit services to be offered</p>	<p>Finalise a strategy and roadmap for the shared ICT service which sets out priorities for the three councils.</p> <p>Launch single service desk system and implement new financial management system (anticipated in 2017).</p> <p>A shared financial management system is scheduled to be implemented in April</p>

APPENDIX A – CORPORATE PLAN 2016-2021 – PROGRESS REPORT, QUARTER TWO 2016-2017

Action - related PIs also listed where relevant	What we are doing to achieve this objective	Outcomes – What success looks like	What is still left to do
	<p>Team has recently launched a new Intranet.</p> <p>A new model to harmonise recharging for central services is ready to be rolled out across 3C partners.</p> <p>The Shared Legal Service has successfully recruited Tom Lewis as Head of Legal Practice and Rory McKenna as Principal Governance Lawyer and Deputy Monitoring Officer.</p> <p>3C Shared Services are working towards an office space ratio of seven desks to 10 people towards its Vision ‘(to make) best use of technology, to work wherever is convenient, efficiently using all council and partner building assets. An effective, equipped and agile workforce that is capable of working anywhere, anytime.’</p>	<p>commercially.</p> <p>3C aims to reduce the costs of the services by 15% compared to the costs of working as three separate councils – this equates to just over £1.2 million.</p> <p>The shared waste service will achieve £700k savings by the end of 2017/18 (see also Dii above)</p>	<p>2017. This will enable standardised ways of working and common business processes to increase efficiency across partners.</p> <p>Proposals for establishing the primary location of the Shared Legal Practice have been consulted upon, as a result of which the central team will base themselves at SCDC from 1 December 2016.</p> <p>Following the appointment of a Joint Director of Planning and Economic Development with Cambridge City Council, the development of a shared planning service.</p>
<p>iv. Deliver an Organisational Development Strategy that ensures that we recruit and retain staff with the skills and behaviours required to embrace new ways of working and address the challenges ahead</p> <p>Related PI(s)</p> <ul style="list-style-type: none"> • Staff turnover • Staff sickness • Staff survey results 	<p>The Finance and Staffing Portfolio Holder approved the People & Organisational Development Strategy 2016-2020 at his meeting on 19 July 2016. The Strategy builds on the achievements and progress made under the previous action plan and takes the organisation forward by charting actions and commitments to employees and Members in an easy to follow plan.</p> <p>A number of projects are underway, including the development of new technical and behavioural management competencies and specific training to enable staff to embrace</p>	<p>Positive outcomes from the previous strategy included the attainment of the Investors in People Gold Award and the recruitment of apprenticeships in Housing, Communications, Planning and Finance.</p> <p>A regular series of staff surveys revealed generally high levels of satisfaction from staff. Contributing factors to job satisfaction included management support, opportunities for training and development, flexible working and being able to achieve positive outcomes for customers.</p>	<p>The strategy will be delivered through an action plan, based upon feedback and development actions from the Investors in People inspection. It is our ambition to achieve Platinum standard in 2018.</p> <p>The Council will undergo a review by its Investors in People inspector in January 2017, 18 months after accreditation.</p> <p>The cycle of periodic staff surveys will be repeated to benchmark and measure levels of employee satisfaction.</p>

Action - related PIs also listed where relevant	What we are doing to achieve this objective	Outcomes – What success looks like	What is still left to do
	commercialisation and flexible working.		
<p>v. Embed a 'digital by default' approach to customer access whilst ensuring quality traditional contact channels remain for those requiring them</p> <p>Related PI(s):</p> <ul style="list-style-type: none"> • Number of e-forms received • Number of instances of critical feedback received through website survey • % calls not abandoned • Call average wait times • % first time call resolution • % of complaints responses sent within timescale • % bins collected on time 	<p>EMT approved a business case to commence procurement to evaluate the most suitable options for providing integrated Revenues and Benefits e-forms, incorporating workflow and on-line customer account access. The process is underway.</p> <p>We have launched a dedicated corporate consultation portal on our website, and have put in place a process to review resident feedback on our website and undertake development work where required.</p>	<p>Positive customer feedback received on new website design compared to survey of previous site.</p> <p>Eform usage has increased by 17% during quarter two compared the previous quarter. Eight new forms were launched during quarter two.</p> <p>The Housing Benefit Application e-form has contributed significantly to a reduction in the average time taken to process claims from 20 days to 13.</p>	<p>Investigate a customer portal solution either within individual service areas or a corporate solution.</p> <p>Continue web content review by service.</p> <p>Continue Revenues and Benefits e-forms procurement exercise.</p>

Appendix B - Key Performance Information

Financial Year	16-17
Quarter	2
Directorate	Affordable Homes
PI type	Key PI

PI and PI owner and Month organised by Service Area

Actual Target Int. Comments

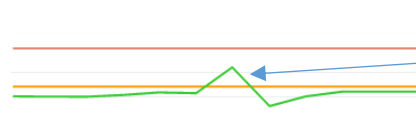
Housing Management

AH205 YTD Average days to re-let General Needs housing

Anita Goddard

Line charts show results from past year unless stated

Intervention
Target
Actual



First result of new financial year - skewed by one property requiring structural works

Jul	16	17	25
Aug	16	17	25
Sep	16	17	25

Results continue to be better than the target of 17 days.

Housing Advice

AH203 Number of households in temporary accommodation

Susan Carter/Heather Wood

Sep	62	50	60
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A slight reduction since Q1. The new IT system allows us to record those who have been accepted as homeless but have not yet taken up temporary accommodation due to making alternative arrangements. This figure currently stands at 20.

AH208 Number of households helped to prevent homelessness (non-YTD)

Susan Carter/Heather Wood

Sep	44	30	27
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This is a strong result given difficulties accessing private rental market and lack of affordable housing availability. The new IT system allows monitoring of Housing Advice caseload as an indicator of demand. Sep caseload was 53, up by 7 from Aug.

AH209 £s spent on Bed and Breakfast accommodation

Susan Carter/Heather Wood



New KPI - line chart shows results from previous 6 months

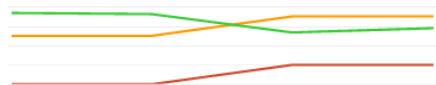
Jul	267	1830	2163
Aug	3278	1830	2163
Sep	50	1830	2163

Aug high expenditure was due to accommodating two single men with complex needs and lack of alternative suitable accommodation. Sep spend was incurred from just one night in B&B accommodation for one household. It is possible that instances of longer term B&B usage may occur again before year end where complex needs and a lack of alternative suitable accommodation arise.

Landlord Services

AH204 % tenants satisfied with responsive repairs

Anita Goddard



Sep	95.8	97	92
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Target and intervention were amended at the start of the year. The slight drop in Q1 and Q2 results may reflect a reduction in % of repairs meeting time targets, flagged through local PIs; however Sep results show signs of recovery for urgent and routine responsive repairs.

Appendix B - Key Performance Information

Financial Year	16-17
Quarter	2
Directorate	Corporate Services
PI type	Key PI

PI and PI owner and Month organised by Service Area

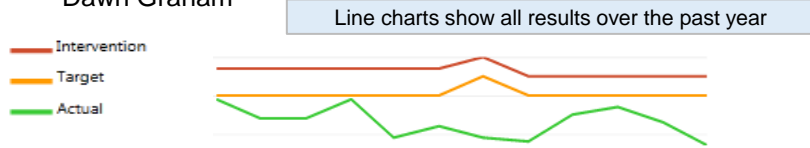
Actual Target Int.

Comments

Benefits

FS112 Average number of days to process new HB/CTS claims

Dawn Graham



Jul	17	20	25
Aug	13	20	25
Sep	7	20	25

Both new claims and change event processing days started the year in strong positions and continue to be better than target. This can be partly attributed to the introduction of benefits e-forms, which have resulted in broad efficiencies. Aug figures compare with 20 days to process new claims and 18 for change events during Aug 2015. Current performance places the department in a strong position in terms of being able to achieve monthly targets during the second half of the year. Target and intervention were altered at the start of the year to account for the general historic trend for improvement as the year progresses.

FS113 Average number of days to process HB/CTS change events

Dawn Graham



Jul	11	15	18
Aug	12	15	18
Sep	8	15	18

SF740 % Discretionary housing grant paid

Dawn Graham

Line chart not included - provides little insight due to lack of Apr and May data.

Jul	36	22	11
Aug	41	27	16
Sep	41	33	22

DHP spend slowed during Aug and Sep whilst the possible future impact of changes to the Benefit Cap were being investigated. £80,000 of Discretionary Housing grant has been put aside for applicants who are likely to be adversely affected by this change.

Communications

CC306 Number of e-forms received

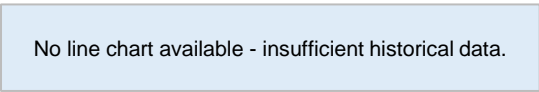



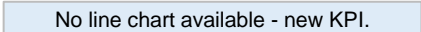
Gareth Bell

No line chart available - insufficient historical data.

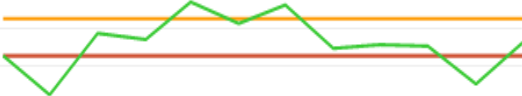
Sep	4785	4011	3375
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An increase from the 4083 completed e-forms received in Q1. 8 new e-forms were introduced during Q2 accounting for the receipt of 134 additional completed e-forms.

Appendix B - Key Performance Information

PI and PI owner and Month organised by Service Area		Actual	Target	Int.	Comments	
CC308 Number of instances of critical feedback received through website survey						
Gareth Bell		Sep	382	455	546	New KPI. Target and intervention based on the number of instances received between 26/05-30/06. Common causes for critical feedback were dead links and page 'not found' errors. This feedback is useful in allowing issues to be flagged and addressed. In Q2 we also received 186 instances of positive feedback and 27 instances of neutral feedback.
Contact Centre						
CC302 % calls to the Contact Centre resolved first time						
Dawn Graham		Jul	83	80	70	Figures remain in excess of target.
		Aug	81	80	70	
		Sep	81	80	70	
CC303 % calls to the Contact Centre not abandoned						
Dawn Graham		Jul	65	85	80	Performance deteriorated in Qs 1 and 2 due to staff vacancies and high call volumes. 13,600 calls received in Jul, 16,134 in Aug (higher than 11 of 12 months in 15/16) and 14,216 in Sep. 3 permanent and 3 short term staff started 22/08. The impact of this can start to be seen in Sep's results, with both % of calls not abandoned and average call answer times improving. Although both results are worse than intervention, these have been achieved alongside the training for new staff members. Internal performance monitoring arrangements have been reviewed, including an increase in frequency and greater visibility of daily performance data. In the medium-term, work is being undertaken to refresh the Contact Centre work plan, and towards Digital by Default, including the Revenues and Benefits automation project.
		Aug	58	85	80	
		Sep	76	85	80	
CC307 Average call answer time (seconds)						
Dawn Graham		Jul	406	120	180	
		Aug	502	120	180	
		Sep	245	120	180	
Corporate Services						
CC305 % of formal complaint responses sent within timescale (all SCDC)						
Rachael Fox-Jackson		Sep	47	80	70	17 of 36 met timescale - AFH 12/14, CCS 3/5, PNC 2/17, EH&L 0/0. EH&L dealt with 27 complaints informally, as Policy allows. New PNC process spreading complaints handling amongst team leaders is being monitored. EMT has asked Heads of Service to identify measures to improve performance.

Appendix B - Key Performance Information

PI and PI owner and Month organised by Service Area	Actual	Target	Int.	Comments
Finance				
FS101 % General Fund budget variation				
Suzy Brandes				Outturn data has not been available prior to Aug. Arrangements are now in place for reporting against this PI one month in arrears going forward. For more details in relation to General Fund budget variation, please see paragraphs 17 and 21 of the main report.
Line chart not included - provides little insight due to sporadic reporting Oct 2015 to date.	Jul		3	
	Aug	0.00	3	
	Sep		3	
FS106 % HRA budget variation				
Suzy Brandes				Outturn data has not been available prior to Aug. Arrangements are now in place for reporting against this PI one month in arrears going forward. HRA variance relates primarily to savings on the new contract for cyclical maintenance works and higher than anticipated rental income.
Line chart not included - provides little insight due to sporadic reporting Oct 2015 to date.	Jul		3	
	Aug	-7	3	
	Sep		3	
FS107 % Capital budget variation				
Suzy Brandes				Outturn data has not been available prior to Aug. Arrangements are now in place for reporting against this PI one month in arrears going forward. Capital variance relates to delayed start on Robinson Court building work, delays to improvement works that are likely to rollover into 17/18 and unutilised grants received at start of year.
Line chart not included - provides little insight due to sporadic reporting Oct 2015 to date.	Jul		3	
	Aug	-10	3	
	Sep		3	
FS109 % invoices paid in 30 days				
Sally Smart				Slippage in Aug was due to the holiday period. Finance communicate issues to managers and remind of the need for prompt payment where they can. Whilst Sep performance was restored to above intervention level, managers are reminded that the onus is on services to ensure prompt payment and adequate cover for absence. 22 invoices were paid after 30 days (AFH 5, HES 8, PNC 2, COR 7).
	Jul	97.0	98.5	
	Aug	95.0	98.5	
	Sep	97.2	98.5	

Appendix B - Key Performance Information

PI and PI owner and Month organised by Service Area	Actual	Target	Int.	Comments	
HR					
FS116 Staff sickness days per FTE (non-YTD) Susan Gardner-Craig					
	Sep	2.29	1.75	2.5	Overall sickness levels remain between target and intervention. AFH, CCS, and P&NC all remain below targets and saw small decreases from Q1. H&ES and the Depot saw increases to above intervention - to be monitored.
FS117 Staff turnover (non-YTD) Susan Gardner-Craig					
	Sep	5.36	2.5	3.75	Although above intervention, this result alone should not be viewed as serious cause for concern as a certain level of turnover can be healthy for the organisation. Q2 leavers sited a variety of reasons for leaving, including distance of travel, family matters and retirement.
Revenues					
FS102 % Housing Rent collected Katie Brown					
	Jul	96.5	95.4	85.8	Housing rent collection rates continue to exceed targets.
	Aug	97.3	96	86.4	
	Sep	97.6	97.1	87.3	
FS104 YTD % NNDR collected Katie Brown					
	Jul	40.6	40.98	36.88	Figures at the end of Sept compare with 59.8% at the same point last year.
	Aug	51.0	50.2	45.18	
	Sep	60.3	59.78	53.8	
FS105 YTD % Council Tax collected Katie Brown					
	Jul	43.7	40.5	36.5	Council Tax collection rates continue to exceed targets. Figures at the end of Sept are equal with the 61.9% also achieved by the same point last year.
	Aug	52.9	50	45	
	Sep	61.9	59.8	53.8	
FS115 % sundry debts in arrears Katie Brown					
	Jul	25.4	35.4	55.8	Target and intervention levels refined for 16/17 following trial during previous year. The levels account for natural fluctuations throughout the year whilst reflecting the need for stabilisation and reduction towards year end.
	Aug	20.7	35.4	55.8	
	Sep	14.3	31.1	49.3	

Appendix B - Key Performance Information

Financial Year	16-17
Quarter	2
Directorate	Health & Environ. Services
PI type	Key PI

PI and PI owner and Month organised by Service Area

Actual Target Int.

Waste Services

ES418 YTD % of household waste sent for reuse, recycling and composting (SSWS)

Jane Hunt

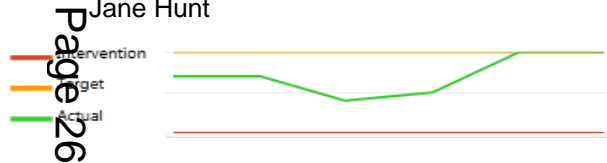
No line chart available due to lack of historic Single Shared Waste Service data prior to Apr.

Jul	54.94	50	50
Aug	54.81	50	50
Sep	54.76	50	50

PI relates to the Single Shared Waste Service (SSWS), reflecting cross-boarder working methods and collections.

ES408 % of bins collected on schedule (SCDC only)

Jane Hunt



New KPI - line chart shows results from previous 6 months.

Jul	99.90	99.95	99.85
Aug	99.95	99.95	99.85
Sep	99.95	99.95	99.85

Aug and Sep are the best results since Aug 2014. This reflects tremendous hard work by waste crews and supervisors at the busiest time of the year. Results continue to occur alongside a major series of SSWS reforms.

Environ. Health & Licensing

ES406 % major non-compliances resolved (in rolling year)

Myles Bebbington



Sep	80	90	80
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Four unresolved cases are complicated by Dev.Control and Licensing matters. We're attempting to resolve by supporting businesses to find workable solutions in line with our Enforcement and Inspection Policy. A 5th unresolved case is a taxi licensing matter awaiting appeal - outcome due mid Nov.

ES401 % business satisfaction with regulation service

Myles Bebbington

Sep		90	80
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The Q2 survey is still open, allowing sufficient opportunity for surveys issued during this period to be returned. The result will be reported to EMT and Cabinet once available.

Appendix B - Key Performance Information

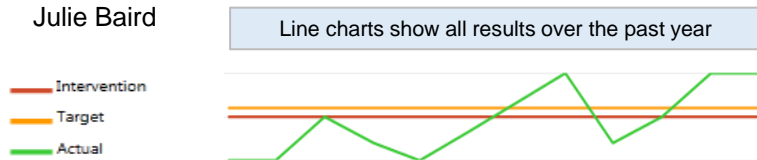
Financial Year	16-17
Quarter	2
Directorate	Planning & New Communities
PI type	Key PI

PI and PI owner and Month organised by Service Area	Actual	Target	Int.	Comments
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Dev. Management

PN501 % major applications determined in 13 weeks or agreed timeline

Julie Baird



Jul	50	60	50
Aug	100	60	50
Sep	100	60	50

July - 2/4 within target, Aug - 4/4, Sep - 2/2. Q2 results continued to build on the trend of significant improvement over the past year. We are actively managing all major applications by agreeing extensions of time, combined with work with the legal team to streamline the conclusion of legal agreements now the Principal Planning Lawyer has been appointed to the Shared Service.

PN502 % minor applications determined in 8 weeks or agreed timeline

Julie Baird



Jul	70	65	55
Aug	82	65	55
Sep	76	65	55

July - 36/44 within target, Aug - 30/43, Sep - 39/51. There has been continuous improvement in minor application determination times over the past 12 months, with target having been met each month from May 2016 onwards.

PN503 % other applications determined in 8 weeks or agreed timeline

Julie Baird



Jul	82	80	70
Aug	87	80	70
Sep	92	80	70

July - 94/114 within target, Aug - 109/126, Sep - 98/106. There has been continuous improvement in other (householder) application determination times over the past year, with results close to or above target since from March 2016 onwards.

PN506 % of appeals against planning permissions refusal allowed

Julie Baird



Sep	44.4	35	45
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Further analysis to take place investigating whether we need to make more pragmatic decisions and to identify training requirements. Also to set up PI measuring Major application appeals only, in line with DCLG metric.

PN507 % of Development Delivery Agreements on track

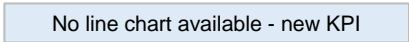


Jane Green

No line chart available - new KPI

Sep

Data not currently available. We're working to put in place DDAs with applicants by end of 2016 to ensure a clear agreed work programme for timescale delivery, and to help budget/resource planning. Draft DDAs are in place for the 4 housing parcels at Northstowe, with sign-off pending final timescale agreement. The principle is agreed for putting DDAs in place at Bourn Airfield, Waterbeach and Northstowe Phase 2&3 - strategy and milestone sequences are being prepared to allow DDAs to be completed.

Appendix B - Key Performance Information

PI and PI owner and Month organised by Service Area	Actual	Target	Int.	Comments
PN508 % of planning applications validated within 5 working days Julie Baird 	Aug 91 Sep 85	85	75	New PI (unavailable prior to Aug) - identified as a PI for development within EMT report of 23/03/16. In Sep 6% of applications were not validated in 5 days due to delays caused by scanning at HDC. A new arrangement is in place for sending to HDC on a daily basis, which should eliminate this delay in future. Individual TSO performance is monitored by service area management.
PNC (directorate wide) PN505 % customers satisfied with Planning and New Communities Julie Baird 	Jul 45 Aug 56 Sep 56	70	60	Negative responses primarily relate to backlog applications. All customers have been contacted and have an indicative timeframe for processing applications. We are likely to continue to receive complaints relating to backlog applications until cleared, which is aimed to be achieved by end of November. Additional work is to take place to review surveys and encourage responses.
Land Charges SX025 Average Land Charges search response days Julie Baird 	Jul 28.4 Aug 26.2 Sep 21.1	8	10	Two additional Land Charges officers were taken on to deal with the backlog, which has now been completed. As of 31st Oct, search requests are being dealt with in 10 days. The whole team has been trained to process Land Charges as one seamless process which will lead to greater efficiency. The team are meeting weekly to manage performance.

APPENDIX C

		Working Budget 2016/17	Budget to date 2016/17	Actual Income & Expenditure to date	Commitments to date	Total to date	Variance to date 2016/17	Budget remaining	Projected (under)/over spending
		£	£	£	£	£	£	£	£
General Fund									
Portfolio									
Leader	Service	399,930	167,256	132,995	59,620	192,615	25,359	207,315	(9,024)
Finance & Staffing	Service	2,851,990	7,613,932	11,700,990	1,145,619	12,846,609	5,232,677	(9,994,619)	33,019
Corporate & Customer Services	Service	1,905,050	547,809	256,174	269,988	526,162	(21,647)	1,378,888	17,106
Executive Director	Staffing	6,515,580	2,339,511	2,055,796	(283,716)	2,055,796	(283,715)	4,459,784	(25,662)
Subtotal									15,440
Economic Development	Service	214,910	80,055	31,877	25,880	57,757	(22,298)	157,153	(22,298)
Environmental Services	Service	6,312,670	3,311,998	2,164,303	187,175	2,351,478	(960,520)	3,961,192	(127,245)
Environmental Health	Staffing	1,862,910	776,161			668,731	(107,430)	1,194,179	(164,434)
Subtotal									(313,977)
Housing (General Fund)	Service	1,463,380	403,932	22,335	348,353	370,688	(33,244)	1,092,692	(33,244)
Affordable Homes	Staffing	2,951,860	1,236,852			1,322,871	86,019	1,628,989	65,000
Subtotal									31,756
Planning	Service	2,672,000	589,645	(970,629)	911,294	(59,335)	(648,980)	2,731,335	(350,000)
Strategic Planning & Transport	Service	692,510	(2,358)	(415,798)	503,061	87,263	89,621	605,247	95,179
New Communities & Planning	Staffing	2,839,420	1,184,346			1,370,684	186,338	1,468,736	483,524
Subtotal									228,703
Un-Allocated		3,620,540	(226,808)	105,865	0	105,865	332,673	3,598,527	0
	Savings	(750,000)	(208,334)	0	0	0	208,334	(750,000)	0
Total									
	Service	19,733,050	12,318,205	12,895,116	3,391,370	16,286,487	3,968,282	3,530,415	(387,483)
	Staffing	14,169,770	5,536,870	2,055,796	(283,716)	5,418,081	(118,789)	8,751,689	358,428
		33,152,820	17,646,741	14,950,912	3,107,654	21,704,568	4,057,827	11,532,104	(29,054)
=====									
Interest on Balances		(511,400)	(213,083)	124,459	(337,542)	(213,083)	0	(298,317)	0
=====									
Net District Council General Fund Expenditure		32,641,420	17,433,658	15,075,371	2,770,112	21,491,484	4,057,827	11,233,788	(29,054)
=====									
Council Tax		(7,852,090)	0	0	0	0	0	(3,604,000)	0
Retained Business Rates		(3,604,000)	(1,501,665)	0	0	0	1,501,665	(3,604,000)	0
Revenue Support Grant		(1,131,440)	(445,709)	(333,271)	(74,061)	(407,332)	38,377	(724,108)	0
New Homes Bonus		(5,265,300)	(2,193,875)	(2,635,283)	0	(2,635,283)	(441,408)	(2,630,017)	0
Collection Fund Surplu[s]/Deficit[s]		115,460	0	0	0	0	0	115,460	0
=====									
Funding Total		(17,737,370)	(4,141,249)	(2,968,554)	(74,061)	(3,042,615)	1,098,634	(10,446,665)	0
=====									
Appropriation to/(from) General Fund Balance		(14,904,050)	(13,292,409)	(12,106,817)	(2,696,051)	(14,802,868)	(1,510,459)	(101,182)	29,054

APPENDIX C

	Working Budget 2016/17	Budget to date 2016/17	Actual Income & Expenditure to date	Commitments to date	Total to date	Variance to date 2016/17	Budget remaining	Projected (under)/over spending
	£	£	£	£	£	£	£	£
Housing Revenue Account								
Housing Repairs - Revenue	4,302,400	1,460,800	812,765	4,952	817,717	(643,083)	3,484,683	(250,000)
Sheltered Housing	284,210	137,311	134,111	(56,321)	77,790	(59,521)	206,420	(89,521)
Administration	3,251,130	822,252	83,491	711,745	795,236	(27,016)	2,455,894	0
Other Alarm Systems	0	(34,880)	(95,665)	60,866	(34,799)	81	34,799	0
Flats - Communal Areas	62,360	18,058	7,185	11,858	19,043	985	43,317	0
Outdoor Maintenance	105,340	91,354	63,248	16,419	79,667	(11,687)	25,673	0
Sewage	4,010	26,785	20,924	1,651	22,575	(4,210)	(18,565)	0
Tenant Participation	326,480	84,698	19,062	47,633	66,695	(18,003)	259,785	(25,000)
Reprovision & New Homes Programme	170,910	58,827	30,154	17,727	47,881	(10,946)	123,029	(40,000)
Other [including Transfer to Reserves & Capital Charges]	19,927,730	1,209	(54,255)	59,499	5,244	4,035	19,922,486	0
Income	(28,462,200)	(11,440,406)	(11,786,123)	198,432	(11,587,691)	(147,285)	(16,874,509)	(255,000)
Housing Revenue Account	(27,630)	(8,773,992)	(10,765,103)	1,074,461	(9,690,642)	(916,650)	9,663,012	(659,521)

Capital
Capital Expenditure
HRA Capital

Land	0	0	6,245	0	6,245	6,245	(6,245)	0
New Homes Programme	3,756,190	1,565,075	946,056	0	946,056	(619,019)	2,810,134	0
Reprovision of Existing Ho	447,470	186,450	30,265	0	30,265	(156,185)	417,205	(400,000)
Repurchase of HRA Share	300,000	125,000	138,981	0	138,981	13,981	161,019	0
Cash Incentive Grants	390,600	162,750	0	0	0	(162,750)	390,600	(390,600)
Housing Repairs - Capital	9,328,320	3,886,800	2,041,012	6,150	2,047,162	(1,839,638)	7,281,158	(800,000)
HRA Capital Subtotal	14,222,580	5,926,075	3,162,559	6,150	3,168,709	(2,757,366)	11,053,871	(1,590,600)

GF Capital

Cambourne Offices	75,000	18,750	0	18,750	18,750	0	56,250	0
ICT Development	580,000	201,340	13,724	7,850	21,574	(179,766)	558,426	(300,000)
Waste Collection & Street	762,000	187,000	196,425	0	196,425	9,425	565,575	9,425
Repurchase of GF Shelter	1,100,000	458,334	522,800	0	522,800	64,466	577,200	0
Travellers Sites	0	0	(36,639)	0	(36,639)	(36,639)	36,639	0
Improvement Grants	770,000	177,000	179,967	0	179,967	2,967	590,033	2,967
Grants-Provision of Social	402,000	167,500	0	167,500	167,500	0	234,500	0
Refurbishment of General	200,000	83,333	0	0	0	(83,333)	200,000	0
Website Development	25,000	10,417	3,500	0	3,500	(6,917)	21,500	0
Other (Mainly Capital Recv	60,000	22,833	105,258	0	105,258	82,425	(45,258)	0
Capital Expenditure Total	18,196,580	7,252,582	4,147,594	200,250	4,347,844	(2,904,738)	13,848,736	(1,878,208)

Appendix C (1)

Significant Items of Variance from Working Budget

General Fund Budget Q2 2016/17- Major Variances from Budget

Service Grouping	Reason for Variance	Actual (Favourable) / Adverse Variance £	Projected (Favourable) / Adverse Outturn £
Finance & Staffing Portfolio			
Housing and Council Tax Benefit	The variance is due to the phasing of the budget: in the past years all the Housing Benefit payments to the Council tenants were posted at year end, which is still assumed in the budget as the process was in place at the time the budget was set, however since the payments are now posted monthly, this creates a variance to the budget to date which will be cleared by the year end.	5,199,657	0
Other net variances		33,019	33,019
Total variance for Portfolio		5,232,677	33,019
Corporate & Customer Services			
Land Charges	A £182k contingent liability was brought forward from the 2015-16 accounts regarding a nationwide litigation case brought against local authorities by personal search organisations. Settlement has now been reached and paid, however there is still some uncertainty as to whether this is a full and final settlement of the case. Clarity will be sought and if the case is now closed then £150k can be returned as a saving. No outturn variance is currently projected as any loss in revenue will be met from reserves built up from previous years' surplus.	(260,813)	0
Elections	The adverse variance arises from the Referendum Costs due to be reimbursed by the Government. No outturn variance is expected at year end as money for conducting the referendum will be refunded by that time.	222,061	0
Other net variances		17,105	17,106
Total variance for Portfolio		(21,647)	17,106
Executive Director (Corporate Services)			
Finance, Policy & Performance	Savings made on unfilled vacancies earlier in the year, recruitment at lower than budgeted pay scales and sharing posts with CCC.	(35,000)	(75,864)
Contact Centre	The variance relates to the vacancies earlier in the year.	(38,400)	(28,000)
ICT	The current budgeted costs of £283,710 for YTD related to ICT are due to be recharged from the Shared Services by the end of the year	(265,400)	33,500
Other	This variance relates to agency staff used to backfill vacancies. In addition, one permanent position was approved after the budget was set at the annual cost of £15,395.	10,200	31,480
Other net variances		44,885	13,222
Total Staffing variance for Director		(283,715)	(25,662)
Environmental Services Portfolio			

Appendix C (1)

Significant Items of Variance from Working Budget

General Fund Budget Q2 2016/17- Major Variances from Budget

Service Grouping	Reason for Variance	Actual (Favourable) / Adverse Variance £	Projected (Favourable) / Adverse Outturn £
SSWS	<ul style="list-style-type: none"> • £150k saving on growth budget There was £150k injected into the base budget (£75k by both authorities) to cope with the additional resource necessary to cover growth areas. However, round remodelling suggests that current growth is containable within current resources. The £150k was profiled in Q1 as a possible contribution to SSWS savings target of which SCDC would be entitled to 50% (75K). Other variances: <ul style="list-style-type: none"> • £13k additional income received, mainly through bulky household collections • £62k saving in fleet fuel • £20K pressure in fleet repairs and maintenance • £20k pressure on equipment budget The main contributor to the variance to date is in relation to the way expenditure has been accounted for within the Commercial arm of the single shared waste service compared with what was envisaged when the budgets were set. The budget assumed that all expenditure for both Councils' would effectively be managed within SCDC's finance ledgers when in reality to date, this has not happened. All costs being incurred on behalf of Cambridge City's trade service are still being captured through Cambridge City Council's financial systems and hence the budgets within this report in relation to this have no expenditure recorded against them which has disclosed a disproportionate budget variance. This inconsistency has resulted in a £664k variance which will not materialise to this extent in the outturn position. This, added to the £150k saving on growth money and the fuel saving to date of £56k are the main reasons for the £933,672 shown in the appendix. 	(933,672)	(145,000)
Other		(26,848)	17,755
Total variance for Portfolio		(960,520)	(127,245)
Environmental Health			
Environmental Commissioning	There is a projected total of £202K of vacancies to the year end. A number of vacant posts have been back-filled by agency and contracted staff. An annual budget of £45,000 is in-place to part-fund the use of agency staff. The projection is that there is a pressure of £62,000 against this budget which will offset against the £202K vacancies to give a net saving of £140k in staffing costs.	(27,400)	(65,730)
Working with Business		(43,800)	(76,969)
Other		(36,230)	(21,735)
Total Staffing variance for Director		(107,430)	(164,434)
Affordable Homes			
Housing Strategic Services	Staff restructure cost of £32,270 funded from savings of £55,446 taken in previous year on a vacant position	63,200	32,000
Warm Homes Unit	The variance is due to the approved Surveyor Post with a budget of £41,690pa, which was missed in error from the original estimate	14,200	33,000
Other		8,619	0
Total Staffing variance for Director		86,019	65,000
Planning Portfolio			
Development Control	The key elements of the variance consist of the Planning Fee income and Planning Pre-Application income approximately £140k higher than budgeted and of £34k revenue receipt in advance for S106 administration fees and also other income approximately £37k higher than budgeted. It has also been identified that approximately £106k Planning Fee income for Northstowe is included in Development Control income, which relates to Northstowe and Growth Agenda.	(342,312)	(342,312)
Planning Policy	The variance consists of a number of positive and negative variances, including £34k debit provision for shared 2015/16 services work, carried out by Cambridge City Council, but not yet invoiced. £99k credit provision for Local Plan consultancy work carried out in 2015/16, which SCDC have not yet been invoiced for. £163k underspend on Consultancy for 2016/17 £25K adverse variance on the legal fees against budget.	(215,351)	0

Appendix C (1)

Significant Items of Variance from Working Budget

General Fund Budget Q2 2016/17- Major Variances from Budget

Service Grouping	Reason for Variance	Actual (Favourable) / Adverse Variance £	Projected (Favourable) / Adverse Outturn £
Building Control Service	The key element of the variance was due to the unbudgeted Building Control Fee income received by SCDC. Any cost or income relating to this service will be transferred to Cambridge City as this is part of the shared service and should not be considered additional income. The expectation is a charge for the SCDC element to be made through a recharge from Cambridge City at year end.	(51,306)	0
Other net variances		(40,011)	(7,688)
Total variance for Portfolio		(648,980)	(350,000)
Strategic Planning & Transport Portfolio			
Growth Agenda / New Communities	The key element driving the variance is that growth Agenda Planning Fee income is approximately £117k less than budget. Two large expected Planning Fees, have been delayed, and are now likely to be received in March or April 2017.	215,671	215,671
Northstowe	This balance is a combination of factors: approximately £144k DCLG Capacity Funding, received in 2015/16 carried forward to 2016/17 as a revenue receipt in advance, offset by Northstowe Planning Fees £22k less than budgeted.	(120,492)	(120,492)
Transport Initiatives & Policy	Income of £261,860 has been secured through a s106 agreement with developers of the former Bayer site at Hauxton as a contribution for the development of a designated bus service. This income has been made up-front with no expenditure yet incurred. The County Council's invoice for operating the service in 2015-16 has not yet been received and is thus represented as a credit on the service account (£17,956).	(5,558)	0
Other		0	0
Total variance for Portfolio		89,621	95,179
New Communities & Planning			
Development Control	The variance is mainly due to the use of Agency staff to carry out the work remaining from prior years.	72,000	239,095
Planning Office Support Team	Adverse variance is due to 5 posts in the team with the total annual cost of £177,000, approved in January 2016 and therefore not included in the original budget set.	74,500	184,787
Other		39,838	59,643
Total Staffing variance for Director		186,338	483,524
Other net variances		277,131	(55,542)
Total for General Fund Revenue		3,849,493	(29,054)

Appendix D (2) Significant Items of Variance from Working Budget

Housing Revenue Account Budget Q2 2016/17 - Major Variances from Budget

Service Grouping	Reason for Variance	Actual (Favourable) / Adverse Variance £	Projected (Favourable) / Adverse Outturn £
Housing Repairs - Revenue			
Responsive Repairs	A favourable variance of £448,689 for the year to date is currently reported, as a result of a lower level of spend at change of tenancy and underspending in respect of internal response repair works. This is due in part to a large backlog of work to be invoiced by our contractor Mears and the demand led nature of the response repairs budget. It is difficult to predict the demand that will be realised over the winter months, as response repairs are often weather dependent.	(449,689)	0
Non-Responsive Maintenance	New contracts have been agreed for Cyclical Maintenance works , which will deliver savings against the original estimate.	(193,386)	250,000
Other net variances		(8)	(250,000)
Total variance for Portfolio		(643,083)	(250,000)
Sheltered Housing			
Sheltered Housing	Favourable variance for the year to date is based on staffing underspends following a restructure, which will be partly offset by reduced service charges calculated at year end.	(59,521)	(89,521)
Other net variances		0	0
Total variance for Portfolio		(59,521)	(89,521)
Housing Administration			
Service Improvement	Invoice has not yet been received for the Mears Apprentice, resulting in a timing variance showing as an underspend at present. Budget allocation for a tenancy audit, looking at the Pay to Stay impact, has not been used to date as regulations and detailed guidance are still awaited from DCLG.	(27,016)	0
Other net variances		0	0
Total variance for Portfolio		(27,016)	0
Tenant Participation			
Tenant Participation	The favourable variance is due to a combination of lower spending in tenant led estate investment and in support for tenant groups in the year to date. Tenant forums have been restructured, leading to savings in taxi/travel costs and additional savings achieved through a retender of tenant led scrutiny support work.	(18,003)	(25,000)
Other net variances		0	0
Total variance for Portfolio		(18,003)	(25,000)

Reprovision & New Homes Programme			
New build programme	Majority of the current expenditure relates to County Council sites and is recharged to the County Council. This budget meets the cost of abortive schemes, and as such it is hoped that call upon it is minimal.	(10,946)	(40,000)
Other net variances		0	0
Total variance for Portfolio		(10,946)	(40,000)
Income			
Rental income	Higher than anticipated rental income, due to vacant homes being moved to target rent and not yet holding voids for sale to meet the higher value voids levy, pending the release of detailed regulations by DCLG.	(147,285)	(255,000)
Other net variances		0	0
Total variance for Portfolio		(147,285)	(255,000)
Other net variances		(10,796)	0
Total for Housing Revenue Account		(916,650)	(659,521)

Appendix D (3) Significant Items of Variance from Working Budget

Capital Budget 2015/16 - Major Variances from Budget

Service Grouping	Reason for Variance	Actual (Favourable) / Adverse Variance £	Projected (Favourable) / Adverse Outturn £
Housing Revenue Account - New Homes Programme			
New Homes - On Site	The scheme at Foxton is progressing well on site, with completion anticipated by December 2016.	(30,050)	0
New Homes - Schemes Not Yet On Site	The new build scheme identified in Balsham will not now be proceeding as intended. Officers are exploring alternative sites which could be substituted into the programme as well as acquiring individual properties to ensure that retained Right to Buy receipts are used within DCLG deadlines.	(579,995)	0
Other net variances		(8,974)	0
Total variance for Portfolio		(619,019)	0
Housing Revenue Account - Re provision of Existing Homes			
Re provision of Existing Homes	The budget to meet the costs of the Robinson Court, Gamlingay scheme has not been spent as quickly as anticipated, due to the need to secure vacant possession and planning permission for this site, following consultation. Majority of spend will now be in 2017/18	(156,185)	(400,000)
Other net variances		0	0
Total variance for Portfolio		(156,185)	(400,000)
Housing Revenue Account -Cash Incentive Grants			
Grants to Registered Providers	A budget of £390,600 was included in the Housing Capital Plan to allow for grants to be made to registered providers to ensure that retained right to buy receipts can be appropriately spent. Resource has been identified however to allow the authority to utilise adequate right to buy receipts within the deadlines for the current year rather than make grants to registered providers.	(162,750)	(390,600)
Other net variances		0	0
Total variance for Portfolio		(162,750)	(390,600)
Housing Revenue Account - Improvement of Housing Stock			
Improvements to Non-Traditional Houses	Orders for work now being raised but a year end underspend of £500k is anticipated	(363,250)	(500,000)
Drainage Surveys and Upgrades	A Contractor has now been appointed to undertake drainage surveys and any resulting upgrade works. The late start to the program will result in an around £300k budget not utilised in the current year, to be rolled over to 2017/18.	(209,000)	(300,000)
Other net variances	A systems issue with our contractor Mears has resulted in a large amount of completed work not yet being invoiced. Other year to date underspends against the profiled budget result from late start to new contracts.	(1,273,238)	0
Other net variances		5,850	0
Total variance for Portfolio		(1,839,638)	(800,000)
		Other Net Variations	0
Total for Housing Revenue Account Capital		(2,757,366)	(1,590,600)

General Fund			
ICT Development	With the ICT function effectively being managed through the 3c ICT shared service by HDC, the investment in capital has been scaled-back over the last year. It is recognised that there is a collective desire to streamline ICT investment through the 3c development programme with the ultimate goal of achieving large-scale shared savings through a more collaborative investment policy. This scaled-back approach is evidenced by the £87,461 profiled budget variance presented on appendix C. This variance is not withstanding the £472,000 that has already been approved by Cabinet through the budget rollover process.	(179,766)	(300,000)
	Other Net Variations	32,394	12,392
Total for GF Capital expenditure		(147,372)	(287,608)
Capital Expenditure Total		(2,904,738)	(1,878,208)

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Appendix D
Strategic Risk Register
November 2016 – Draft



Risk Reference, Title, (date first included) and Description, plus associated Aims, Objectives	Risk Owner	Risk Score		Risk Owner's Comments
		Target	Current	
<p>STR25 - Increase in cost of managing homelessness (January 2013) Potential impacts of combined welfare benefit changes, <i>leading to</i> an increase in the number of homelessness acceptances, <i>resulting in</i> significant increase in costs to the Council to meet its statutory obligations.</p> <p>Objectives, Actions: B ii, B v, B vi</p>	<p>Cllr Lynda Harford Stephen Hills</p>	<p>9</p>	<p>25</p>	<p>SCORES - IMPACT: 5; LIKELIHOOD: 5</p> <p>CONTROL MEASURES / SOURCES OF ASSURANCE: Close working partnership with King Street Housing who provide private sector leasing options has been very effective to date. Use of Rent Deposit Scheme has also been effective until recently alongside Empty Homes Initiative, other homelessness prevention measures and a New Build Programme. Improved supply of temporary accommodation achieved during 2013/14 and 2014/15 helped to alleviate the pressure. New hostel opened in April 2015 with increased capacity.</p> <p>However:</p> <ul style="list-style-type: none"> • King St are not taking on any more PSL landlords and are shifting the current portfolio to market rents above LHA level. • Our new build programme is under review following the 1% rent cut; • New affordable housing coming through the system from RPs will slow down and Starter Homes are unusable for our homeless cases; • The rent deposit scheme is essentially redundant as PRS rents are so high compared with the LHA rate; • Forced council house sales will reduce our stock further – possibly 40% of all relets each year; • The proposed introduction of LHA rate for supported housing risks the closure of our newly built hostel (it would revert to general needs tenancies). <p>The Council is left with a stretched DHP and the ability to use our new relets only for homeless households but this will impact on our ability to house others from the housing register, which in turn may have an impact on some of our preventative work. A review of temporary accommodation portfolio now underway to rationalise the supply held The Council has also approved a project to try and secure PSL properties through a Council led offer managed by Shire Homes.</p> <p>The authority needs to prepare for a possible increase in homeless applications with the potential risk of paying out £500k to £1m in Temporary Accommodation / B&B costs.</p> <p>TIMESCALE TO PROGRESS: The mitigation work will be closely monitored throughout the year. The success of the new PSL project will be known within 6 months.</p>

Risk Reference, Title, (date first included) and Description, plus associated Aims, Objectives	Risk Owner	Risk Score		Risk Owner's Comments
		Target	Current	
<p>STR05 - Lack of land supply (June 2007) Delays in adoption of the local plan and delivery from Northstowe and the Cambridge fringe sites has led to slow down in rate of progress against trajectory, <i>leading to</i> the authority being unable to demonstrate adequate housing land supply, <i>resulting in</i> the Council receiving speculative applications and appeals not consistent with the submitted Local Plan.</p> <p>Objectives, Actions: B i, B iii</p>	<p>Cllr Robert Turner</p> <p>Stephen Kelly</p>	<p>10</p>	<p>20</p>	<p>SCORES - IMPACT: 4; LIKELIHOOD: 5</p> <p>CONTROL MEASURES / SOURCES OF ASSURANCE: Local Plan when adopted will provide a five-year supply. Risk is the period before the Local Plan is adopted and then to ensure delivery remains on track to avoid falling back into a lack of five-year supply. Public examination hearings started November 2014. Memorandum of Understanding on Five Year Land Supply agreed with Cambridge City Council on 9 September 2014 that there be a joint housing trajectory across Greater Cambridge that reflects the phasing of housing delivery, particularly on the fringe sites. Being considered through the Local Plan examination. Inspector has advised that unlikely to be able to give early view as linked to overall development strategy, but will keep it under review. A review is being undertaken to consider ways to minimise the risk of the shortfall widening through slippage of the housing trajectory and potential to reduce the shortfall by improving delivery of suitable schemes. Planning Policy produce an Annual Monitoring Report (forecasts housebuilding levels). An update note on the 5-year supply position is prepared monthly to monitor the situation, including identifying outstanding appeals and applications that could add to housing supply if approved. The A14 improvements under way for completion. Progress being made on Northstowe Phase 1 – first phase under construction - reserved matters housing applications – risk that delivery in line with trajectory may not be achieved. Committee resolved to grant Northstowe Phase 2 Planning Application approval in July 2015. Cambridge Fringes Joint Development Control Committee resolved to grant Wing (land north of Newmarket Road, Cambridge) planning permission in April 2016. S106 close to completion. Permission to be issued October 2016. Planning application submitted for Cambourne West with determination due in 2016, subject to resolving outstanding issues, including with County Council. Discussions commenced on means of provide an appropriate planning framework for Waterbeach and Bourn Airfield new settlements to inform subsequent planning applications. Construction of Cambourne 950 underway. Management of major applications benefits from Site Delivery Fund award of £50,000 over two years.</p> <p>TIMESCALE TO PROGRESS: Local Plan Hearings commenced on 4 November 2014. Examination hearings recommenced in June 2016 after additional work to address inspectors' letter. Next part of programme published summer 2016 with remainder of programme still awaited. Adoption anticipated around the end of 2017. Review of approach to addressing 5-year supply in hand, to be completed by autumn 2016. Northstowe Phase 2 planning permission was due to be issued by December 2015, but will now be Autumn 2016.</p>

Risk Reference, Title, (date first included) and Description, plus associated Aims, Objectives	Risk Owner	Risk Score		Risk Owner's Comments
		Target	Current	
<p>STR28 – Recruitment & Retention (September 2015) Reduced staffing capacity due to difficulties in recruitment and retention, especially in some professions, <i>leading to</i> loss of resources / experience / expertise in key services, increased workload and pressure on remaining staff to deliver services, increased sickness absence and stress, increased costs (including of repeat recruitment) and additional cost of using the agency staff; <i>resulting in</i> lack of capacity to meet service delivery needs, loss of effectiveness/productivity, disruption to, or lower quality of, services provided, either internally or to the public, failure to comply with statutory processes or meet statutory deadlines; damage to the Council's reputation; legal challenge.</p> <p>Objectives, Actions: All</p>	<p>Cllr Simon Edwards</p> <p>Susan Gardner Craig</p>	9	20	<p>SCORES - IMPACT: 4; LIKELIHOOD: 5.</p> <p>CONTROL MEASURES / SOURCES OF ASSURANCE: Variety of actions in place, appropriate to service areas, including:</p> <ul style="list-style-type: none"> • Internal development opportunities • Funded professional development & qualifications • Secondments, both internally and with partnering authorities • Shared services with partnering authorities • Market supplements on a fixed term basis • Use of temporary workers • Changes to recruitment approaches, new jobs page on website, use of different media • Keep under review marketplace pay levels using e-paycheck and other means • Increase in the number of apprenticeships on offer • Developing a career progression scheme • Offering trainee LGV Driver places <p>TIMESCALE TO PROGRESS: Ongoing: Additional actions being considered in some service areas.</p>
<p>STR15 - Welfare Reform (December 2010) Radical changes to benefits, including localised council tax support scheme and introduction of a universal credit system, <i>leading to</i> possible:</p> <ul style="list-style-type: none"> • increased IT cost due to required system changes; • implementation costs not fully reimbursed by Government grant; • increased workload for Benefits and Homelessness teams, <p><i>resulting in</i> potential for:</p> <ul style="list-style-type: none"> • adverse effect on service provision due to the number of changes; • increased dissatisfaction with the service due to reduced amounts of benefit payable; • impact on Medium Term Financial Strategy; • devastating effect on people with mental health problems; and • dislocation of private sector housing market. <p>Objectives, Actions: B i, B ii, B v, B vi</p> <p>Relevant PI(s): FS 112 – Days to process new HB and CTS claims FS 113 – Days to process HB and CTS change events</p>	<p>Cllr Simon Edwards</p> <p>Susan Gardner Craig</p>	10	16	<p>SCORES - IMPACT: 4; LIKELIHOOD: 4.</p> <p>CONTROL MEASURES / SOURCES OF ASSURANCE: Scoping work currently being undertaken by the Benefits Manager to assess the impact of the latest changes to welfare announced as part of the Summer 2015 budget. Amended Discretionary Housing Payments (DHP) policy for July 2015 Finance and Staff Portfolio Holder meeting. Department for Work & Pensions (DWP) have confirmed increased DHP budget for 2016/17 following the announcement of the reduction in the level of the Benefit Cap (£20k). Local Council Tax Support (LCTS) scoping being undertaken to work out impact of changes to Tax Credits in 2016, tax threshold changes and Living Wage on the level of estimated level of LCTS for 2016/17. Scoping complete; suggests impact of Tax Credit changes will not currently affect the financial viability of the scheme as current spend is less than estimate. LCTS workshop took place in July 2016, report for portfolio in August 2016 for the year 2017/18. Monthly ongoing monitoring of current LCTS scheme to assess current expenditure. Monitoring of roll out of Universal Credit (UC) to ensure lessons learnt are implemented at SCDC. Information currently available indicates the rollout of UC will be a slow process during this current parliament with all new working age claims processing not available until 2020-21. Regular meetings with colleagues in housing advice and housing to assess impact of pay to stay proposals as well as the introduction of the £20k cap for those on out of work benefits.</p>

Risk Reference, Title, (date first included) and Description, plus associated Aims, Objectives	Risk Owner	Risk Score		Risk Owner's Comments
		Target	Current	
<p>STR24 - HRA Business Plan (March 2012) The HRA Business Plan has its own associated risk register.</p> <p>The score of the risk in this Strategic Risk Register is a composite score from the HRA Business Plan risk register, and reflects changes announced in the Government's July 2015 Budget on:</p> <ul style="list-style-type: none"> • 1% rent reduction for 4 years, • loss of relets to fund the extension of the RTB scheme to Registered Providers, • tenants earning over £30k required to pay market rents. • Sale of estimated 50% of voids to fund extension of RTB to RPs <p>Objectives, Actions: B i, B ii, B v, B vi</p>	<p>Cllr Lynda Harford</p> <p>Stephen Hills</p>	8	16	<p>SCORES - IMPACT: 4; LIKELIHOOD: 4</p> <p>CONTROL MEASURES / SOURCES OF ASSURANCE: Capacity had been built into the Housing Revenue Account (HRA) business plan to absorb some future changes if they were required; however, the 1% rent cut announced in the Government's July 2015 Budget is the same as reopening the debt settlement - it takes £134m out of the HRA Business Plan and has a significant impact on the Council's build programme. The potential loss of properties through 'high value sales' further weakens the HRA Business Plan and creates further pressure on Risk STR25. Monitor Government policy including utilising our partnership arrangements with the Chartered Institute of Housing and respond to formal consultations. Detailed review of HRA business plan part of 2016 Service Plan. Potential to negotiate with Government for retention of high value sales receipts to fund a replacement programme.</p> <p>TIMESCALE TO PROGRESS: Report back to Cabinet on progress made in November 2016. Revised HRA Business Plan for approval February 2017.</p>

Risk Reference, Title, (date first included) and Description, plus associated Aims, Objectives	Risk Owner	Risk Score		Risk Owner's Comments
		Target	Current	
<p>STR08 - Medium Term Financial Strategy (MTFS) (June 2007)</p> <p>Risks concerning the financial projections include:</p> <ul style="list-style-type: none"> not achieving delivery of additional income / savings to meet targets, including from Business Improvement & Efficiency and Commercialisation Programmes projects (and see STR26), shared services initiatives and the housing company; inflation exceeds assumptions; interest rates do not meet forecasts; employer's pension contributions increases exceed projections; changes in demand for some service areas could lead to pressures in the related budgets, especially Housing; unforeseen restructuring costs; retained business rates scheme – volatility of outstanding valuation appeals, made worse by the 2017 revaluation; retained business rates scheme does not meet forecast; retained business rates scheme tariff adjustments continue from 2020/21; Business rates revaluation at April 2017 is not fiscally neutral for the Council; Changes in the business rates retention scheme to effect 100% retention are detrimental to the Council; Uncertainties following the June 2016 referendum vote to leave EU, particularly unpredictable volatility in economic factors, e.g. inflation, interest rates, employment, business confidence, etc. impact assumptions underlying the MTFS; major developments do not meet housing trajectory forecast; cost of supporting development and meeting demand from growth; impact of welfare reform (and see STR15); availability of budget for Cabinet priorities; council tax strategy (Government change rules); material error or omission in MTFS forecasts; outcome of New Homes Bonus scheme consultation leads to less resources than anticipated; increased uncertainty in budget setting due to commercial activities exposure to market competition and commodity price trends, leads to reduced income / increased costs above those forecast in MTFS, <p>leading to the Council needing to take action to cut its budgets, resulting in cuts in services, public dissatisfaction, audit and inspection criticism.</p> <p>Objectives, Actions: D i, D ii, D iii, D iv, D v</p>	<p>Cllr Simon Edwards</p> <p>Caroline Ryba</p>	10	15	<p>SCORES - IMPACT: 5; LIKELIHOOD: 3.</p> <p>CONTROL MEASURES / SOURCES OF ASSURANCE: Updated MTFS approved by Cabinet in February 2016. Implement plans to deliver Council's programme in line with latest General Fund income and savings targets. Comparisons between MTFS, financial position statements and General Fund, HRA and Capital Programme estimates. Monitor inflation factors, effect of current economic climate on demand led services and budgets. Monthly financial report to Executive Management Team (EMT); EMT reviews progress in achieving budget targets. Treasury management reports to Finance & Staffing PFH. Monitoring of business rates income, collection rates and appeals. Monitoring of council tax base to identify financial implications of growth. Additional income/savings targets built in to Business Improvement & Efficiency and Commercialisation Programmes projects, shared services and other initiatives. Report to Cabinet on shared service principles and business cases in July 2015. Share Service governance process in place. Spending Review / Autumn Statement and provisional Local Government Finance Settlement: implications modelled for February 2016 Cabinet report (2016/17 figures confirmed in February 2016). Submission of an efficiency plan to government, thereby seeking to confirm significant elements of income for the next three years as a control/mitigation. Quarterly reports on commercial projects and market price trends to Cabinet. Use of reserves.</p> <p>TIMESCALE TO PROGRESS: Continue to explore opportunities for further savings beyond those in the MTFS. Commercialisation Programme being progressed. Review potential implications of the new Government's policy changes on RTB, social rents, and welfare reform. Report to Cabinet and Council on MTFS, council tax and housing rents, etc in September/ November 2016.</p> <p>Relevant PI(s): FS 101 - % General Fund Budget variance FS 107 - % Capital variance FS 106 - % HRA variance</p>

Risk Reference, Title, (date first included) and Description, plus associated Aims, Objectives	Risk Owner	Risk Score		Risk Owner's Comments
		Target	Current	
<p>STR30 – Devolution Risk - Failure of implementation programme to deliver on scope, time, quality and cost (September 2016)</p> <p>Tight timescales, insufficient time and capacity to get structures in place, changes in the political and economic climate, failure of some or all partners to engage fully and/or of associated governance arrangements, <i>leading to;</i> delays to the receipt of, or complete loss of powers and funding allocated to the Combined Authority under the devolution deal, <i>resulting in:</i> Inability of SCDC to deliver its Corporate Plan, financially unviable services, reputational damage for SCDC, wider loss of credibility for Cambridgeshire authorities, reducing the prospect of successful future devolution deals with government.</p>	<p>Cllr Peter Topping</p> <p>Alex Colyer</p>	8	12	<p>SCORES - IMPACT: 4; LIKELIHOOD: 3</p> <p>Draft legislation in relation to Devolution is due to be published by the Government on 4 November 2016. Authorities will then have until 21 November 2016 to approve it. If the legislation is approved it will be moved through the Parliament before the recess. and, if approved, will become a Parliamentary Order. The new authority will then need to be brought into existence by 1 February 2017.</p> <p>Awareness of the timetable and ongoing preparations mitigate the risk of failure to deliver the deal in accordance with the specified milestones.</p> <p>There is a members' workshop set up for 10 November 2016 at 6.30pm to be briefed about Devolution.</p>
<p>STR26 – Business Improvement & Efficiency, Development Control Improvement, Working Smarter and Commercialisation Programmes (November 2013)</p> <p>The Business Improvement Efficiency Programme (BIEP), Development Control Improvement Programme (DCIP), Planning Programme, Affordable Homes Programme, Working Smarter and Commercialisation Programmes have their own associated risk registers.</p> <p>The risks included are summarised as follows (only those scoring 12 and above are reflected in the summary):</p> <p>The Projects on the programmes are not completed in a timely fashion due to</p> <ul style="list-style-type: none"> inadequate stakeholder engagement, conflicting operational, programme and project priorities, or long term unavailability of relevant and crucial staff, <p><i>leading to</i> inadequate programme and project resources and support, <i>resulting in</i> a delay or failure to deliver the outputs, associated benefits, and required income and savings targets.</p> <p>Objectives, Actions: D i, D ii, D iii, D iv, D v</p>	<p>Cllr Nick Wright</p> <p>Phil Bird</p>	9	9	<p>SCORES – IMPACT: 3; LIKELIHOOD: 3</p> <p>CONTROL MEASURES / SOURCES OF ASSURANCE: The Programme Manager identified programme and project resource requirements before the start of the tranches. The level of resource required is continually monitored by the Programme Manager as projects progress, close and new ones commence. The Senior Responsible Owner is responsible for securing the required resources. Regular 1:1s with Executive Director (Senior Responsible Owner). Monthly Highlight Reports from each Project Manager to the Programme Manager. Monthly Highlight Reports to EMT from the Programme Manager. Regular update meetings with Project Managers & Project Sponsors used to assess required resource levels. A Stakeholder Engagement Strategy and detailed stakeholder analysis has been developed. Stakeholder engagement activities place regularly throughout the programme. Increasing emphasis on Lessons Learned from other projects will help the Sponsoring Group, Programme Manager and Project Managers mitigate this risk. Each project risk register is updated monthly and reviewed with project manager.</p> <p>The following training programmes are in place to support business development:</p> <ul style="list-style-type: none"> Delivery of Commercial skills training Leadership Training <p>TIMESCALE TO PROGRESS: Throughout 2012-2017.</p>

Risk Reference, Title, (date first included) and Description, plus associated Aims, Objectives	Risk Owner	Risk Score		Risk Owner's Comments
		Target	Current	
<p>STR20 – Partnership working with Cambridgeshire County Council (September 2011) The failure of partnership arrangements (e.g. health & wellbeing, economic development, transport, City Deal) with the County Council, <i>leading to</i> the needs of district residents and businesses not being adequately met or reflected in County Council resource allocation decisions, together with potential reputational impact, <i>resulting in</i> adverse effects on the district's residents and businesses.</p> <p>Objectives, Actions: C i, C ii, C iii</p>	<p>Cllr Peter Topping Alex Colyer</p>	9	9	<p>SCORES - IMPACT: 3; LIKELIHOOD: 3.</p> <p>CONTROL MEASURES / SOURCES OF ASSURANCE: Active engagement of officers and Members in partnerships, to ensure the district's residents' and businesses' needs are articulated. Good relationships with County on: RECAP Waste Partnership (and with National Agencies), Children & Young People's Area Partnership, New Communities Project Board, Older People's Accommodation Strategy.</p> <p>TIMESCALE TO PROGRESS: Progress being monitored via Corporate Plan. Dependent on the timeframe/milestones for each partnership.</p>
<p>STR03 – Illegal Traveller encampments or developments (June 2007) Failure to find required number of sites, or sites identified do not meet the needs of local Travellers, <i>leading to</i> illegal encampments or developments in the district, <i>resulting in</i> community tensions; cost and workload of enforcement action, including provision of alternative sites and/or housing; poor public perception and damage to reputation.</p> <p>Objectives, Actions: B iii</p>	<p>Cllr Robert Turner Stephen Kelly</p>	9	9	<p>SCORES - IMPACT: 3; LIKELIHOOD: 3.</p> <p>CONTROL MEASURES / SOURCES OF ASSURANCE: Ongoing routine monitoring of all district development. New Government guidance issued in August 2015, resulting in significant changes to the definition of travellers for the purposes of planning. County wide needs assessment endorsed by PFH in 2012. A new needs assessment has been commissioned, for completion November 2016. Monthly report on position regarding temporary expiries and applications circulated to managers and key Members for coordination and oversight. Gypsy & Traveller planning policies included in draft Local Plan (will require modification to reflect the new government guidance and the outcome of the new Needs Assessment) In 2014 a total of 67 Gypsy and Traveller pitches gained permanent planning permission (three were granted on appeal). In 2015 six pitches have gained permanent planning permission and temporary planning permission for 1 pitch was granted on appeal at Wimpole. In August 2016 an appeal for a lawful development certificate for a site in Willingham was allowed. At August 2016 there are three other pitches (on 2 sites) with temporary planning permission, which expire between 2017 and 2018. There is one pending application at Rampton (to make one existing temporary pitch permanent and add two additional pitches). The Affordable Homes departmental risk register includes delivering HCA funded projects, to ensure the supply of Gypsy & Traveller pitches and sufficient investment in existing pitches.</p> <p>TIMESCALE TO PROGRESS: New applications – ongoing. Local Plan due for completion 2017. Gypsy & Traveller Area Needs Assessment to be updated, led by Housing Directorate, for completion in Summer 2016.</p>

Risk Reference, Title, (date first included) and Description, plus associated Aims, Objectives	Risk Owner	Risk Score		Risk Owner's Comments
		Target	Current	
<p>STR19 – Demands on services from an ageing population (September 2011)</p> <p>The district's demography changes, with significant growth in the over 65 year old population, leading to additional demands on health and social care services, including to the Council's sheltered housing and benefits services, resulting in adverse impact on service standards; increased customer dissatisfaction with services; increased levels of social isolation.</p> <p>Objectives, Actions: A i, A ii, A iii, A v, A vi, B i, B ii, C iv</p>	<p>Cllr Mark Howell</p> <p>Mike Hill / Stephen Hills</p>	9	9	<p>SCORES - IMPACT: 3; LIKELIHOOD: 3.</p> <p>CONTROL MEASURES / SOURCES OF ASSURANCE: Following "Ageing Well" workshops, Cabinet agreed an "Ageing Well" plan in July 2014 following a Joint Portfolio Holder Task & Finish Group. SCDC Housing leading on development of sub-regional Older People's Housing Strategy and refresh of County Older People Strategy. SCDC Housing staff contributing to Cambridgeshire Executive Partnership Board projects including Data Sharing, 7-Day Working, Person-Centre System, and Ageing Healthily & Prevention. Issue and impact discussed by Cabinet / EMT. Successful "Healthy New Towns" funding bid now being implemented to undertake research and project work into future housing needs in new communities, initial focus on Northstowe. NHS England now joined SCDC New Communities Project Board.</p> <p>TIMESCALE TO PROGRESS: Take account of demographic change in the corporate and financial planning cycle. Redesign services to address demands.</p>
<p>STR29 – Access to Primary Care in Growth Areas (May 2016)</p> <p>Failure of health partners to provide increased capacity for primary care and mental health services for new and expanding communities, leading to inability of residents to access quality local health care increasing pressure on existing services, increased public health costs through higher A&E admissions, increased direct costs for SCDC in reacting to the detrimental impacts of ill-health and inability to effectively achieve Corporate Plan Living Well outcomes resulting in reduced quality of life and increased health acute and chronic health conditions for residents in affected communities, reduced capacity by public health agencies to contain viral outbreaks and inability of SCDC to maintain viable service levels.</p> <p>Objectives, Actions: Living Well: A(i) - A(vi) Homes for our Future: B(i)</p>	<p>Cllr Mark Howell</p> <p>Mike Hill</p>	9	9	<p>SCORES - IMPACT: 3; LIKELIHOOD: 3.</p> <p>CONTROL MEASURES / SOURCES OF ASSURANCE: Proactive negotiations with developers to ensure adequate health infrastructure provision in new communities within relevant legal agreements; Development Delivery Agreements in place/under negotiation to embed a partnership approach. Ongoing participation in robust county health scrutiny and Local Health Partnership. Delivery of Corporate Plan Living Well objectives around ill-health prevention.</p> <p>TIMESCALE TO PROGRESS:</p>

Risk Reference, Title, (date first included) and Description, plus associated Aims, Objectives	Risk Owner	Risk Score		Risk Owner's Comments
		Target	Current	
<p>STR27 – Shared Services initiatives with other authorities (November 2014)</p> <p>Shared services initiatives are not completed in a timely fashion due to</p> <ul style="list-style-type: none"> • inadequate stakeholder engagement, • conflicting priorities, • unavailability of key staff, or • Councils not adapting how they work to new arrangements, leading to inadequate resources and support, inefficient practices and unreasonable expectations on shared-staff, resulting in a delay or failure in delivering the outputs, required additional income and savings targets, and associated benefits for the district's residents and businesses, including possible dilution in service levels initially. <p>Objectives, Actions: D ii, D iii, D iv</p>	<p>Cllr Peter Topping</p> <p>Mike Hill</p>	6	9	<p>SCORES - IMPACT: 3; LIKELIHOOD: 3.</p> <p>CONTROL MEASURES / SOURCES OF ASSURANCE: Progress to be overseen by a joint steering group including Leaders and relevant portfolio holders.</p> <p>A Joint Committee has been established to oversee the delivery of shared services, to endorse shared business plans, to monitor performance and report through to Cabinet. For SCDC, reports to Cabinet in October 2014 (re ICT, Legal and Waste) November 2014 (re Building Control) and July 2015 (re Building Control, ICT and Legal). Strong programme and project management provided by an overall programme 3C Management Board comprising Directors from each authority, supported by the 3C Programme Manager, individual project boards of lead officers and relevant support services officers from each authority. Prioritisation of projects within workloads. Dedicated external resources obtained for each project, funded from Transformation Challenge Award grant, and additional resources allocated to ensure improved co-ordination and delivery. A dedicated risk register is overseen and monitored by the 3C Management Board and progress will be reported through Corporate Plan monitoring." Updated. Risk Control updated from "Progress to be overseen by a joint steering group including Leaders and relevant portfolio holders. A Joint Committee has been established to oversee the delivery of shared services, to endorse shared business plans, to monitor performance and report through to Cabinet.</p> <p>For SCDC, reports to Cabinet in October 2014 (re ICT, Legal and Waste) November 2014 (re Building Control) and July 2015 (re Building Control, ICT and Legal). Strong programme and project management provided by an overall programme Shared Services Board comprising senior managers from each authority, supported by individual project boards of lead officers and relevant support services officers from each authority. Prioritisation of projects within workloads. Dedicated external resources obtained for each project, funded from Transformation Challenge Award grant, and additional resources allocated to ensure improved co-ordination and delivery. A dedicated risk register is overseen and monitored by the Shared Services Board and progress will be reported through Corporate Plan monitoring.</p> <p>TIMESCALE TO PROGRESS: Work underway to align governance and financial management arrangements.</p>

Risk Reference, Title, (date first included) and Description, plus associated Aims, Objectives	Risk Owner	Risk Score		Risk Owner's Comments
		Target	Current	
<p>STR31 – Failure of Combined Authority to deliver Devolution effectively (September 2016) Change in local and national economic outlook and/or political priorities, ineffective governance and delivery structures and/or a lack of skills and capacity to deliver them, <i>leading to:</i> Real and perceived 'democratic deficit', lack of proper accountability, the diversion of human and financial resources away from SCDC strategic priorities and failure to deliver key service commitments within the Deal, <i>resulting in</i> inability of SCDC to deliver its Corporate Plan, financially unviable services, reputational damage for SCDC, wider loss of credibility for the Combined Authority and all partners within it, reducing the prospect of successful future devolution deals with government.</p>	<p>Cllr Peter Topping Alex Colyer</p>	8	8	<p>SCORES - IMPACT: 4; LIKELIHOOD: 2.</p> <p>The risk is that the parties involved in setting up the combined authority don't move quickly enough or coherently enough, however, by this time the progress is as follows:</p> <ul style="list-style-type: none"> - Appointed Interim officers for the 3 key positions, adverts for permanent recruitment will go out on the day 1 of the Authority being set up; - Agreed a draft staffing structure; - A number of work streams are put together to work on objectives; - A Work Plan is set up which captures all the details.
<p>STR02 – Consultation and Engagement (Previously Equalities; reviewed July 2016) The Council is successfully challenged over not complying with general equalities legislation or legislation specific to public and local authority bodies, <i>leading to</i> decisions relating to service delivery being overturned and possible Commission for Human Rights and Equalities inspection, <i>resulting in</i> delays to the implementation of new service proposals causing detriment to customer service, preventing the timely delivery of policy and financial objectives, reduction in reserves available to support balanced MTFs, adverse publicity and effect on reputation.</p> <p>Objectives, Actions: All</p>	<p>Cllr Nick Wright Caroline Ryba</p>	8	8	<p>SCORES - IMPACT: 4; LIKELIHOOD: 2.</p> <p>CONTROL MEASURES / SOURCES OF ASSURANCE: The new Policy Development Officer (PDO)'s responsibilities will include ensuring continuing compliance with our statutory Public Sector Equality Duty, delivery of the Equality Scheme 2015-2020 and a review of corporate consultation and engagement to ensure consistency and quality across all service areas. The Council has met its legal requirements to publish equality information and equality objectives on an annual basis. This information is incorporated into a new Equality Scheme 2015-2020, which was agreed by the Portfolio Holder in Autumn 2015. The Council has embedded equality monitoring arrangements whereby new and revised policies and service delivery proposals are subject to screening for their likely equality implications. Where appropriate, timescales are agreed for full subsequent assessment prior to adoption of the new proposals, or as part of implementation, monitoring and review arrangements. The new PDO has begun to review the effectiveness of our current arrangements (see above).</p> <p>TIMESCALE TO PROGRESS: The Policy Development Officer took up post in July 2016; she has begun to scope work to review the council's equalities policy and procedures.</p>

Red / **Amber** / **Green** shading in the Actual Column indicates the following movement in risk scores:

	Red	Amber	Green
for risks previously above the line:	<ul style="list-style-type: none"> the score has increased 	<ul style="list-style-type: none"> the score has not changed, or has decreased but stays above the line 	<ul style="list-style-type: none"> the score has decreased to below the line
for risks previously below the line:	<ul style="list-style-type: none"> the score has increased to above the line 	<ul style="list-style-type: none"> the score has increased but stays below the line 	<ul style="list-style-type: none"> the score has not changed, or has decreased

Notes

- The "Reference" is unique and retained by the risk throughout the period of its inclusion in the risk register.
- Risks are cross referenced to the relevant 2016/17 Objectives and Actions adopted by Council on 25 February 2016.
- Criteria and guidelines for assessing 'Impact' and 'Likelihood' are shown below.
- The "Actual" risk score is obtained by multiplying the Impact score by the Likelihood score.
- The dotted line (- - - - -) shows the Council's risk tolerance line.
- The "Timescale to progress" is the date by which it is planned that the risk will be mitigated to below the line.

Impact

- 5 Extreme
- 4 High
- 3 Medium
- 2 Low
- 1 Insignificant

Likelihood

- 5 Almost certain
- 4 Likely
- 3 Possible
- 2 Unlikely
- 1 Rare

Direction of Travel

- ↓ Priority reduced from last review
(give the previous Total score in the brackets)
- Priority equal to last review
- ↑ Priority increased from last review
(give the previous Total score in the brackets)
- new Risk included in the risk register for the first time

Impact

Giving rise to one or more of the following:

	Service disruption	People	Financial loss *	Environment	Statutory service/legal obligations	Management	Reputation	Score
Extreme	Serious disruption to services (loss of services for more than 7 days)	Loss of life	Financial loss over £500k	Major regional / national environmental damage	<ul style="list-style-type: none"> • Central government intervention; or • Multiple civil or criminal suits 	Could lead to resignation of Leader or Chief Executive	Extensive adverse coverage in national press and/or television	5
High	Major disruption to services (loss of services for up to 7 days)	Extensive multiple injuries	Financial loss between £251k - £500k	Major local environmental damage	<ul style="list-style-type: none"> • Strong regulatory sanctions; or • Litigation 	Could lead to resignation of Member or Executive Director	Adverse coverage in national press and/or television	4
Medium	Noticeable disruption to services (loss of services for up to 48 hours)	Serious injury (medical treatment required)	Financial loss between £51k - £250k	Moderate environmental damage	<ul style="list-style-type: none"> • Regulatory sanctions, interventions, public interest reports; or • Litigation 	Disciplinary / capability procedures invoked	Extensive adverse front page local press coverage	3
Low	Some disruption to internal services; no impact on customers	Minor injury (first aid)	Financial loss of between £6k - £50k	Minor environmental damage	<ul style="list-style-type: none"> • Minor regulatory consequences; or • Litigation 	Formal HR procedure invoked	Some local press coverage; or, adverse internal comment	2
Insignificant	Insignificant disruption to internal services; no impact on customers	No injuries	Financial loss of up to £5k	Insignificant environmental damage	<ul style="list-style-type: none"> • No regulatory consequences; or • Litigation 	Informal HR procedure invoked	No reputational damage	1

** including claim or fine*

Likelihood

	Guidelines	Score
Almost certain	<ul style="list-style-type: none"> • Is expected to occur in most circumstances (more than 90%), or • Could happen in the next year, or • More than 90% likely to occur in the next 12 months 	5
Likely	<ul style="list-style-type: none"> • Will probably occur at some time, or in some circumstances (66% - 90%), or • Could happen in the next 2 years, or • 66% to 90% likely to occur in the next 12 months 	4
Possible	<ul style="list-style-type: none"> • Fairly likely to occur at some time, or in some circumstances (36% - 65%), or • Could happen in the next 3 years, or • 36% to 65% likely to occur in the next 12 months 	3
Unlikely	<ul style="list-style-type: none"> • Is unlikely to occur, but could, at some time (11% - 35%), or • Could happen in the next 10 years, or • 11% to 35% likely to occur in the next 12 months 	2
Rare	<ul style="list-style-type: none"> • May only occur in exceptional circumstances (up to 10%), or • Unlikely to happen in the next 10 years, or • Up to 10% likely to occur in the next 12 months 	1

**Appendix E
Strategic Risk Matrix
November 2016**

Notes: Risk Tolerance Line - - - - -

The **greyed out cells** shows those areas where risk scores are considered to be relatively minor in nature.



			IMPACT				
			Insignificant	Low	Medium	High	Extreme
			1	2	3	4	5
LIKELIHOOD	Almost certain	5				5. Lack of land supply 28. Recruitment & Retention	25. Increase in cost of managing homelessness.
	Likely	4				15. Welfare Reform 24. HRA Business Plan	
	Possible	3			3. Illegal Traveller encampments or developments 19. Demands on services from an ageing population 20. Partnership working with Cambridgeshire County Council 26. Business Improvement & Efficiency, Development Control Improvement, and Commercialisation Programmes 27. Shared Services initiatives with other authorities 29. Access to Primary Care in Growth Areas	30. Devolution Risk - Failure of implementation programme to deliver on scope, time, quality and cost	8. Medium Term Financial Strategy
	Unlikely	2				2. Consultation and Engagement 31. Failure of Combined Authority to deliver Devolution effectively	

	Rare	1					
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