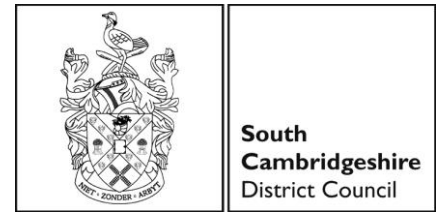


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31 August 2017

To: Chairman – Councillor Tony Orgee  
Vice-Chairman – Councillor Kevin Cuffley  
Members of the Scrutiny and Overview Committee – Councillors David Bard,  
Ruth Betson, Grenville Chamberlain, Graham Cone, Jose Hales, Philippa Hart  
and Tumi Hawkins

Quorum: 6

Dear Councillor

This is a supplement to the previously-published agenda for the meeting of **SCRUTINY AND OVERVIEW COMMITTEE** on **THURSDAY, 7 SEPTEMBER 2017**, containing those reports which had not been received by the original publication deadline.

Yours faithfully  
**Beverly Agass**  
Chief Executive

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

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## AGENDA

7. **2017-18 First Quarterly Position Statement on Finance, Performance and Risk**

**PAGES**  
**1 - 60**

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# Agenda Item 7



South  
Cambridgeshire  
District Council

**Report To:** Scrutiny and Overview Committee  
**Lead Officer:** Chief Executive

7 September 2017

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## 2017-2018 QUARTER 1 POSITION STATEMENT ON FINANCE, PERFORMANCE AND RISK

### Purpose

1. As part of his responsibility for overseeing a robust process for managing performance, the Corporate and Customer Services Portfolio Holder introduces regular Cabinet reports setting out updates in respect of the Council's finance, performance and risk. 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 14 September 2017.
2. The Committee is invited to note the report. 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.

### Considerations

3. All relevant considerations are set out in the main body of the report.

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**Report To:** Leader and Cabinet  
**Lead Officer:** Chief Executive

14 September 2017

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## 2017-18 QUARTER 1 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 Members the opportunity to examine any areas of concern and decide on the appropriate action.
2. To approve the Strategic Risk Register attached in **Appendix D** and to endorse the suite of Key Performance Indicators previously agreed by EMT in consultation with Portfolio Holders and attached in **Appendix B**.

### Recommendations

3. Cabinet is invited to:
  - (a) consider, comment on and note the Council's provisional financial position (**Appendix C**) together with the performance (**Appendices A-B**) and risk matters (**Appendices D-E**) and contextual information set out in the report,
  - (b) endorse the suite of Key Performance Indicators previously approved by EMT and attached at **Appendix B**, and
  - (c) approve the Strategic Risk Register and Risk Matrix set out in **Appendices D-E**.

### Reasons for Recommendations

4. These recommendations are required to enable Cabinet to understand the organisation's financial position and performance. 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.
5. The Strategic Risk Register and Risk 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 / sources of assurance over the risks.

### Background

6. This is the first quarterly position statement for 2017-18, providing updates in respect of:
  - The Financial Position at 30 June 2017, showing variance between 2017-2018 original budgets and actuals for Q1;
  - The Corporate Plan 2017-2022, agreed by Council in February 2017;
  - Key monthly and quarterly Performance Indicators at 30 June 2017; and
  - The Strategic Risk Register and Risk Matrix.

## ***Corporate Plan 2017-2022***

7. The Corporate Plan 2017-2022 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 worked 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 22 accompanying actions. Detailed commentary on progress and achievements with each of the actions, bringing together relevant performance information, is set out in **Appendix A attached**. Whilst many of the aims and objectives within the plan reflect ongoing long-term priorities, working with partners we have reached significant achievements and milestones during recent months, including:

### ***Living Well***

- Successful delivery of Parklife 2017 with over 5000 people enjoying the activities on offer.
- A legal agreement has been signed to allow ice-rink construction on land off Newmarket Road, Cambridge, part funded by a £1.85 million loan from SCDC.
- Active 4 Life GP exercise referral scheme has seen 272 clients starting the scheme and 112 completing a course during the year. 50 recorded improved blood pressure, 47 reduced body fat and 112 decreased their Body Mass Index.
- 75 children attending both the Netball and Athletics summer holiday camps.

### ***Homes for our Future***

- Affordable homes to be delivered through the Housing Development Agency now on site: 10 in Gamlingay; 8 in Great Abington; 13 in Balsham and 23 in Waterbeach (with a further 3 in Longstanton to be started on site imminently).
- First 20 homes at Northstowe have now been occupied.
- Hosted and facilitated a Building for Cambridgeshire and Peterborough Summit for housing developers, builders and housing providers.

### ***Connected Communities***

- SCDC assisted with publicity for the A14 Community Fund, which has allocated over £50k towards local activities focussed on bringing communities together.
- Began feasibility study into the establishment of rural travel hubs in South Cambridgeshire (two pilot sites identified).
- Adopted a discretionary business rate relief policy which will benefit around 300 rate payers.

### ***An Innovative and Dynamic Organisation***

- Business Case for Shared Planning Service approved by SCDC and City Councils in July 2017. Staff consultation underway.

- Recruited three apprentices to commence work in September.
- Sustained high levels of Customer Contact Service performance, whilst there has been an increase in the number of e-forms being submitted since measurement began in Apr 2016.

### Key Performance Indicators (KPI) and Corporate Plan outcome measures

9. EMT has agreed a suite of 28 key performance indicators (KPIs) to provide a strategic overview of organisational health. Cabinet is invited to endorse these KPIs. Performance against Key Performance Indicators is set out in **Appendix B** attached, accompanied by narrative for each KPI.
10. The data in Appendix B shows actual performance against target and intervention levels, which were agreed at the beginning of the year. 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

11. This position statement is reporting on the variance between the 2017/18 working budgets and the projected Outturn for the Q1 of the year – as at the end of June 2017. Below is a summary of the provisional outturns.

	Q1 Variance	
	Compared to Working Budget	
	£'000	%
General Fund	(804)	(11)
Housing Revenue Account (HRA)	(321)	(6)
Capital	(4,052)	(102)

12. A Summary position statement is provided at **Appendix C**, whilst significant items of variance are listed in **Appendices C1 and C2**.

### Planning and Strategic Planning and Infrastructure Portfolios costs control

13. Government has not authorised the Council to increase planning fees by 20% as anticipated in the budget. Consequently, careful monitoring of staff costs and income streams within Planning and Strategic Planning and Infrastructure Portfolios is taking place this year, focusing on the Development Control and Growth Agenda/New Communities service lines in order to mitigate any potential overspend.

14. Another area with high risk of overspend relates to the cost of appeals. While it is still expected that legal costs will be within budget for the year, there remains a risk that a costs award could be made against the Council in two outstanding appeal cases. Management will report back in November on the position relating to the costs of appeals and planning fee income.

### **Risk Management**

15. Risk management best practice is that the executive and governance roles should be carried out separately. These roles are allocated between the Executive and Corporate Governance Committee, 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 Audit and Corporate Governance Committee.
16. 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.
17. The Strategic Risk Register has been reviewed with the nominated risk owners and other members of EMT. Changes proposed to risk descriptions, control measures / sources of assurance, timescales to progress or likelihood / impact scores are highlighted in the draft Strategic Risk Register attached as **Appendix D**. The Strategic Risk Matrix, attached as **Appendix E**, shows risk impact and likelihood scores in tabular form.
18. 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.

### **Consultation responses (including from the Youth Council)**

19. 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.
20. Updates within this report have been prepared in liaison with lead officers in each directorate. The report was submitted to Executive Management Team on 16 August 2017 and to Scrutiny and Overview Committee on 7 September 2017. Any recommendations from the Committee will be reported at the meeting.

### **Effect on Strategic Aims**

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



## Conclusion

22. The Council has reached some important milestones against each of the four Corporate Plan objectives during the first quarter of 2017-2018, notably through the successful delivery of Parklife 2017, on-site work commencing on 54 Affordable homes to be delivered through the Housing Development Agency, and the approval of the business case for the Shared Planning Service. Strong performance has been maintained in key frontline and support areas of the business, including rent, Council Tax and Business Rate collection, the Customer Contact Service, Planning application determination times and Land Charges search response days.

**Background Papers:** Corporate Plan 2017-2022

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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
<b>LIVING WELL</b>			
<b>Objective (A) - Support our communities to remain in good health whilst continuing to protect the natural and built environment.</b>			
(i) Proactive intervention to improve mental health and emotional wellbeing for all	<p>Running physical activities and sports programmes.</p> <p>Actions to better understand and address social isolation through:</p> <ul style="list-style-type: none"> <li>(i) Social Prescribing pilot at Sawston (with Local Health Partnership). Job description for social prescribing post at Granta Medical Practice agreed.</li> <li>(ii) Member Task and Finish Group: evidence-gathering underway</li> </ul> <p>Worked with partners to enable weekly Citizens Advice Bureau outreach service to operate out of Willingham and Longstanton GP surgeries from July (a Northstowe Health New Towns project).</p> <p>Supporting parish councils to develop community-led activities to improve mental health.</p>	<p>Over 5000 visitors enjoyed the activities on offer at Parklife 2017.</p> <p>More than 1,500 children aged seven to eight years old took part in the South Cambs School Sports Partnership’s Year 4 Mini Olympics, an event that featured 44 primary schools from across the district.</p> <p>Summer holiday camps: 75 children on both the Netball and Athletics camps.</p>	<p>Complete Summer holiday camp programme (75 children on both Netball and Athletics camps).</p> <p>Social Prescribing pilot: Submit bid to the County Council’s Communities Innovation Fund Autumn 2017 (award scheme currently under review).</p> <p>Task and Finish Group to present report and recommendations in October 2017.</p> <p>Event for parishes, youth groups, and youth workers to be held in November (date TBC)</p> <p>Event to be held on Monday 9<sup>th</sup> October during Mental Health Awareness Week in Histon. Working in partnership with Histon and Impington Community and CCC.</p>
(ii) Support our residents to stay in good health as they grow older, with access to	<p>Further promotion of the Active and Healthy 4 Life exercise referral scheme.</p> <p>Work with partners to ensure effective</p>	<p>2016/17 Active and Healthy 4 Life annual report produced highlighting the benefits of the scheme and the conditions treated. 50 completers</p>	<p>Annual report to be distributed to all Surgeries, Members and health Practitioners. Further promotion of the scheme with GPs.</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
the services they need	<p>delivery of the handyperson scheme, including hospital discharge service.</p> <p>Tenant Scrutiny Review of uses of Communal Rooms on Sheltered Housing schemes.</p>	<p>recorded improvements in their blood pressure, 47 reduced their body fat % and 112 decreased their Body Mass Index. 272 clients started the scheme during 2016/17, and 112 completed courses (some clients will complete during 2017/18).</p>	<p>Ongoing contract management of Handyperson Service.</p> <p>Tenant Scrutiny report to be presented to Portfolio Holder September 2017.</p>
(iii) Ensure our new and established communities provide thriving, healthy, safe and attractive places to live	<p>Participating in the Northstowe Healthy News Towns (HNT) programme:</p> <ul style="list-style-type: none"> <li>- Sheffield Hallam University interviewing stakeholders to research future accommodation needs of older people.</li> <li>- Working with the NHS to develop new models of care</li> </ul> <p>Working with communities to increase the number of timebanking projects in the district.</p> <p>Working with parish councils to secure developer contributions (from applications and appeals) to fund improvements to recreation grounds, pavilions, play areas, and village halls and create new community transport initiatives in order to mitigate the impact of new development.</p>	<p>Negotiated an increase in street furniture (benches) in the public realm at Northstowe Phase 1.</p> <p>Secured funding for a further two years for the HNT programme.</p> <p>Contributed to a CAB in Longstanton GP practice.</p> <p>Influenced the developer to increase street furniture (benches) in the public realm.</p> <p>Secured funding for a further 2 years for the HNT programme.</p> <p>13 s106 agreements signed.</p> <p>£1.03m secured for 11 Parish Councils including a number of new on site open spaces and equipped</p>	<p>HNT:</p> <ul style="list-style-type: none"> <li>- Final report from university due October</li> <li>- Hosting a new models of care workshop in London on 21 September</li> <li>- Digital workshop with Smart Cambridge on 14 September</li> </ul> <p>Timebanking: Finalise pilot proposal, identify and agree funding.</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
	<p>Awarded over £35k of Community Chest grants to 43 initiatives between April and June, helping local communities to further improve the quality of life for local people. Another £30k has now also been made available through Community Chest grants.</p> <p>A legal agreement has been signed to allow ice-rink construction on land off Newmarket Road, Cambridge, part funded by a £1.85 million loan from SCDC.</p>	<p>play areas.</p> <p>Some of the projects this money will fund include:</p> <ul style="list-style-type: none"> <li>(a) Balsham sports pavilion refurbishment</li> <li>(b) Willingham Ploughman Hall extension,</li> <li>(c) Bar Hill skate park, outdoor fitness equipment and new changing rooms,</li> <li>(d) Waterbeach PC sports facilities improvements (e) Cottenham community centre new build</li> <li>(f) Cottenham community transport scheme</li> </ul>	
(iv) Support local businesses to improve the health of their employees	<p>Build a network of 'Mindful Employers' to support improved mental health. Initial report reviewed by H&amp;ES management and a Project Initiation Document (PID) is now being prepared.</p> <p>SCDC employee Health and Well-being Strategy adopted (see also D(iv) below).</p>	<p>Businesses reporting improved employee health outcomes and associated business benefits will constitute success against this measure.</p> <p>Healthy options scheme rolled out to seven businesses.</p>	<p>Finalise PID and commence project</p> <p>HR working with Environmental Health to share information and encourage delivery of workplace health support through existing channels to 3,500 businesses in South Cambs District (see also D(iv) below).</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
(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	Embed a “Think Family” & “Person-Centred” approach across SCDC to improve outcomes for families and older people with complex needs: Early contact made with County Leads on Early Help and Adult Early Help.	Together for Families programme helping families in the district (177 families living in the district are on the Together for Families Programme).	Research meetings to take place between PM and other key personnel countywide.  Expected project completion date 31 Oct 2018.
(vi) Improve existing private rented housing standards to ensure everyone can be safe and healthy at home	<p>Explore new approaches to the Private Sector Stock Condition Survey to provide more cost-effective methods of gathering relevant data.</p> <p>Move to a multi-agency intelligence-led approach to identify and address potentially substandard housing. Multi agency problem solving group Landlord guide to HMO launched.</p> <p>SPEP Eco Homes event to encourage people to open their homes and discuss energy saving measures with other interested people. Event held and some interest shown but not enough to develop the project at this time.</p>	<p>An intelligence lead approach to improving private sector housing standards.</p> <p>Reduction in sub standard and rogue landlord complaints.</p> <p>New Housing legislation will give new powers to Local Authorities.</p>	<p>To explore how best to use intelligence and information to assist with future strategy.</p> <p>Prepare and address the implications of new Housing legislation, due October 17 that will increase scope for Licensing Houses in Multiple Occupation. 15 identified to date on Orchard Park.</p>
<b>HOMES FOR OUR FUTURE</b>			
<b>Objective (B) - Secure the delivery of a wide range of housing to meet the needs of existing and future communities</b>			
(i) Influence developers to increase the pace of housing and infrastructure construction, including	<p>Create a framework for the future development of Waterbeach New Town and Bourn Airfield:</p> <ul style="list-style-type: none"> <li>- Consultants appointed and</li> </ul>	The first 20 occupations have taken place at Northstowe.	<p>Waterbeach – completion of A10 study expected by end of year.</p> <p>Bourn – completion of SPD due by end of year.</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
<p>delivery of affordable housing</p>	<p>inception meetings held.</p> <ul style="list-style-type: none"> <li>- Initial Waterbeach Community stakeholder workshop held.</li> </ul> <p>Continue to develop strategic sites:</p> <ul style="list-style-type: none"> <li>- Detailed planning permission now in place for 622 homes at Northstowe.</li> <li>- Design Coding work commenced on Wing and Cambourne West.</li> <li>- Planning Committee resolved to grant permission for Cambourne West on 3 August 2017.</li> </ul>		<p>Strategic sites:</p> <ul style="list-style-type: none"> <li>- Trumpington Meadows local centre planned for completion mid 2018.</li> <li>- Planning application expected to be submitted on Darwin Green 2&amp;3 by Easter 2018 (approximately 1,000 homes).</li> <li>- Northstowe Phase 2 first housing scheme applications expected to be received early 2018.</li> <li>- North West Cambridge phase 2 applications expected early 2018.</li> </ul> <p>We estimate that 804 additional housing units will be completed by 31 March 2018.</p>
<p>(ii) Increase the range of housing and tenure options for residents, including Right to Build and Starter Homes</p>	<p>Offer a regional service to other local authorities, acting as the self-build 'hub' for registers and events locally and regionally.</p> <p>Self build project launch in July 2017.</p>	<p>The provision of a self sustaining sub regional service</p> <p>Sharing learning, resources and expertise across participating councils</p> <p>Running a regular number of sub regional self /custom build events</p>	<p>Recruit Self Build Development Officer to deliver on HRA plot sale pipeline</p> <p>Recruit PT project support officer to assist in sub regional service set up</p> <p>Attracting 5 Eastern Regional LAs to take up the hub service in 2018/19</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
	<p>Help communities to form local groups, such as Community Land Trusts, to deliver affordable housing for local people. Funding of £50,329 secured from the DLCCG Community-led development grant. CLT East appointed to help deliver community-led development with a focus on affordable housing in the District and within Cambridge City. An Officer from CLT East to work from South Cambs offices one day per week wef 27/7/17 to support the work of the affordable housing development team.</p> <p>Investigate options for modular construction. Approval for a 'proof of concept' project with modular contractor Cubicco granted April 2017.</p> <p>Sites under HRA ownership being assessed for suitability.</p>	<p>2017 business case assumes £0 partner fee 2017</p> <p>Take up by 5 LA's in 2018/19</p> <p>Identify at least one community-led group and support them through the process of establishment and identification/ progress of an affordable housing scheme by July 2018</p> <p>A long term strategic approach to our HRA land assets will allow for some new build modular construction redevelopment at lower cost bringing much needed single person accommodation back into SCDC.</p> <p>A pilot will allow learning and may develop strong commercial relationships, give good PR for SCDC and give benefits to the self/custom build function where modular construction has a cross over.</p>	<p>Expected Delivery Date: April 19</p> <p>Establish grant process and administration of fund</p> <p>Promotion of community-led development through parish forums, magazines, website, etc.</p> <p>Identification of potential communities to work with.</p> <p>Complete a feasibility study to explore the potential for system build and other modular homes to be able to maximise provision of homes, reduce construction costs and provide homes that are affordable; and test this through the commissioning of a pilot scheme.</p> <p>Pre App to be submitted Oct/Nov 17.</p> <p>Expected Delivery Date: Dec 18.</p>



**CORPORATE PLAN 2017-2022 – FIRST QUARTERLY PROGRESS REPORT, AUGUST 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
(iii) Continue to progress the Local Plan to adoption	<p>Local Plan hearings continued and completed with last hearing on 18 July.</p> <p>Work requested by Inspectors on Local Green Space and Monitoring indicators agreed by Planning Portfolio Holder on 26 July.</p>	<p>Finding of a “sound” plan by inspector, through which the Council will be able to demonstrate a Five-Year Housing Land Supply, will ultimately constitute success against this measure.</p>	<p>Inspectors have advised that consultation on Proposed Modifications to make the Plan sound likely to take place in Autumn 2017.</p> <p>Once they have considered representations received they will hold any further hearings necessary and then publish their final Report.</p> <p>If no further hearings necessary, anticipate Inspectors’ report around end of 2017 and adoption in Spring 2018.</p>
(iv) Help Parishes and villages wishing to shape their own futures by developing Neighbourhood Plans that address community priorities	<p>Ongoing support for 13 parish councils with neighbourhood areas designated as requested, and to others at the beginning of the neighbourhood planning process.</p> <p>A Member Task and Finish Group has prepared a 'Standard Offer' setting out how the Council will fulfil its statutory duty to advice and assist parish councils preparing neighbourhood plans – to be considered by Cabinet on 14 September.</p> <p>Guidance is in preparation to provide a tool for Parish Councils preparing plans.</p>	<p>Parishes wishing to adopt Neighbourhood Plans successfully do so, supported positively by SCDC.</p>	<p>Final Task &amp; Finish Group meeting to agree draft suite of guidance, consultation with Parish Councils, Planning Portfolio Holder to agree Neighbourhood Planning guidance – Autumn 2017.</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
(v) Find solutions for people facing homelessness	<p>Produce new Homeless Strategy for 2018:</p> <ul style="list-style-type: none"> <li>- CIH Review completed April 2017 which will inform strategy.</li> <li>- Joint themes identified with Cambridge City via shared meeting on 19.7.2017</li> </ul> <p>Prepare for introduction of Homeless Reduction Act (expected April 2018, but date not yet confirmed):</p> <ul style="list-style-type: none"> <li>- Staff have all received initial training in the Act.</li> <li>- Joint planning/information sharing meeting held with the City on 19/7/2017.</li> <li>- Team day to start working through plan/timetable for new service requirements – scheduled for 26/7/2017.</li> </ul> <p>Implement Shire Homes PSL scheme: discussions with Landlords underway.</p>	<p>Excellent prevention figures achieved during Q1: 57, compared to 39 (previous quarter) and target of 30. Zero B&amp;B expenditure in April and May 2017.</p> <p>Completed Homelessness Strategy which meets statutory obligations including the identification of specific pathways as set out in the new Homeless Reduction Act.</p> <p>Service fully compliant in anticipation of Homeless Reduction Act for 1<sup>st</sup> April 2018.</p> <p>Successful placement of first tenants in the PSL scheme homes.</p>	<p>District review of homelessness to take place following CIH review, which will go on to inform Homelessness Strategy.</p> <p>Finalise Project Plan for Homeless Reduction Act.</p> <p>Set up PSL scheme rent account and arrange September Board Meeting. First property to be let September 2017. Project complete and scheme fully operational by April 2018.</p>
(vi) Secure a viable future programme for our Council houses	<p>Delivery of additional affordable homes through the Housing Development Agency (PC3). SCDC development pipeline 2017/18 is:</p> <ul style="list-style-type: none"> <li>-on site with 14 homes , 10 of which are affordable in Gamlingay</li> <li>-on site with 8 affordable homes in Great Abington</li> </ul>	<p>Completion of 15 rented homes in Foxton.</p>	<p>Keep securing exception site and S106 opportunities Subject to Planning and funding</p> <p>Utilise self build plot sale receipts to support a secure new build programme for next 3-5 years</p> <p>Avoid returning Right to Buy (RTB) receipts to Treasury by always finding development opportunities to match</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
	<p>-on site with 13 affordable homes in Balsham</p> <p>-on site with 23 affordable homes in Waterbeach</p> <p>-imminently on site with 3 affordable homes in Longstanton</p>		fund RTB monies to.
(vii) Lead the Combined Authority's Housing Investment Programme	<p>Notable outcomes include progress against the Mayor's 100-day plan commitments in a number of areas:</p> <ul style="list-style-type: none"> <li>• Housing Infrastructure Fund (HIF) – announce the first wave of affordable housing schemes agreed at CA Board 26 July 2017</li> <li>• Lead a Building for Cambridgeshire and Peterborough Summit for housing developers, builders and housing providers 24 July 2017</li> <li>• Development of Housing Strategy to accelerate the development of 100,000 homes agreed at CA Board 26 July</li> <li>• Promote Community Land Trusts through the Housing Summit 24 July 2017</li> <li>• Commence consultation on a Mayoral Housing Fund that enables SME builders to develop and grow through the Housing Summit 24 July</li> </ul>	<p>Sites in Papworth, Melbourn and Willingham are among 11 locations across Cambridgeshire and Peterborough receiving funds as part of the first wave of housing schemes. Construction work is expected to start before the end of March 2018.</p>	<p>Housing Infrastructure Fund (HIF) – contracting the first wave of affordable housing schemes</p> <p>HIF – detailed proposals for HIF investment objectives, rules, procedures and levels of delegation to the CA Board Sept 2017</p> <p>HIF – complete partnership agreement between CPCA and SCDC</p> <p>Modern Methods of Construction Feasibility Study Report, Sept 2017</p> <p>Housing Strategy – commence development to be completed Feb 2018</p> <p>DCLG Housing Infrastructure Fund – complete EOIs for submission end Sept 2017</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
	<ul style="list-style-type: none"> <li>Commission a Feasibility Study on Modern Methods of Construction July 2017.</li> </ul>		
<b>CONNECTED COMMUNITIES</b>			
<b>Objective (C) Work with partners to ensure new transport and digital infrastructure supports and strengthens communities and that our approach to growth sustains prosperity</b>			
<p>i. Support the delivery of City Deal (GCP) and Combined Authority transport, housing, technology and skills programmes</p>	<p>Officers in Planning and New Communities continue to support the City Deal (GCP) Team to deliver the transport infrastructure investment programme. Recent milestones have included:</p> <ul style="list-style-type: none"> <li>Executive Board agreement of design layout to inform detailed design and business case for Milton Road.</li> <li>Chisholm Trail first phase (River Cam to Coldham's Lane) granted planning permission.</li> <li>Cambourne to Cambridge Busway review of park and ride site options and alternative online option considered by Executive Board in July.</li> </ul> <p>Housing: See B(vi) above</p>	<p>Planned schemes delivered on time and budget.</p> <p>Begin to have tangible positive impacts on congestion and mode of transport.</p> <p>CPCA delivers strategic housing and transport infrastructure.</p>	<p>GCP:</p> <ul style="list-style-type: none"> <li>Commission strategic options appraisal study into rapid, mass transport options.</li> <li>Approve public consultation on Cambourne to Cambridge options</li> </ul> <p>CPCA aiming for NSSP phase 1 to be completed by spring 2018, with phase 2 by end of 2018.</p> <p>Work on Greater Cambridge Local Plan to start in 2019, consistent with GCP agreement.</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
	<p>Developing a skills and apprenticeship brokerage scheme for role out across GCP area.</p> <p>SCDC Member task and finish group set up to look at how we support and develop rural businesses, including access to skills.</p> <p>Combined Authority (CPCA) Board agreed to commission Local Transport Plan, approaches developing a Housing Strategy and Non-Statutory Spatial Plan (NSSP), and the features and principles of the Cambridgeshire and Peterborough Investment Strategy.</p> <p>Housing: See B(vii) above</p> <p>SCDC Chief Exec appointed lead Chief Exec for the Combined Authority Spatial Strategy.</p> <p>GCP skills workstream and Combined Authority are working together on a joined up skills offering.</p>	<p>Local residents and businesses can access the skills and employment they need to share in local economic prosperity. Target of 420 new apprenticeships to be delivered by the GCP by 2019</p>	<p>Skills workstream set up going to the GCP board in Sept.</p>
<p>ii. Bring forward strategic transport improvements, with particular regard to A14, A428 and A1307 improvement proposals, the M11 corridor and an</p>	<p>Update on A14 and A428 schemes in Autumn 2017 residents' magazine.</p> <p>SCDC has indicated a preference for a new road close to the existing A428. Councillors have also asked for the design of the new road to have as little impact as possible on</p>	<p>The A14 improvement scheme is underway and will be complete in March 2021, reducing journey times by up to 20 minutes.</p> <p>SCDC assisted with publicity for the A14 Community Fund, which has</p>	<p>A decision on the preferred route for the A428 is due in late-September. This will then be refined with more detail before further public consultation in the autumn.</p> <p>A1307 consultation on preferred</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
East-West rail link	<p>nearby housing, and for it to increase opportunities to walkers, cyclists and horse riders.</p> <p>We are working with the Mayor on further strategic transport site improvement opportunities.</p>	<p>allocated over £50k towards local activities focussed on bringing communities together, for example Histon and Impington Parish Council received £1,752 to complete and maintain its orchard, providing tools and an information sign.</p> <p>The new Cambridge North station at Chesterton opened on 22 May 2017. There were over 42,000 passenger journeys in the first month.</p>	options, to commence in September 2017.
iii. Take a stronger leadership role in shaping economic growth for the area, through the development of shared economic strategies with partners Related PI(s).	<p>Working with the LEP to produce an updated Strategic Economic Plan for Cambridgeshire and Peterborough, from which the economic growth strategy for Greater Cambridge will emerge. The LEP is reviewing this project in light of progress to date.</p> <p>Continued involvement with Local Enterprise Partnership to deliver Enterprise Zones in Cambourne, Northstowe &amp; Waterbeach. Meeting held with Enterprise zones to identify structure and process for business rate relief</p>	<p>Economic Strategy for Greater Cambridge, drawing on work undertaken by the LEP and the CA Economic Commission</p> <p>Identifiable inward investment to SCDC area by business</p>	<p>Plans to refresh economic strategy to be updated and presented to new Chief Exec.</p> <p>New econ development officer in post. Work plan to be developed.</p> <p>Member task and finish group – developing rural business to commence September 2017.</p>
iv. Support our villages to strengthen their communities and social networks, reducing isolation by improving access, delivering effective community led	Community Rail Partnership - supporting a number of parishes to enhance the rail community by working with the local community and stakeholders to deliver improvements in rail stations, services, travel and integration	<p>Better maintained stations, improved access to users.</p> <p>Reduce isolation by improving access to services; support delivery</p>	<p>Creation of a community interest company and employment of a Community Rail Partnership Officer.</p> <p>Rural transport hub consultation event with parishes (September 2017). Report to Greater Cambridge</p>

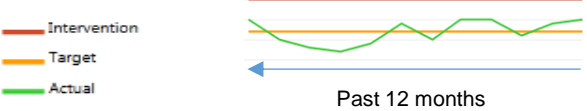

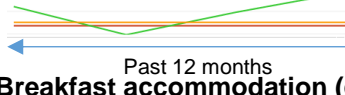
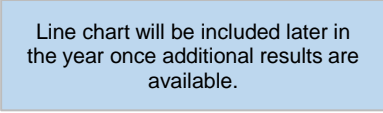
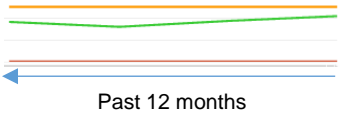
Action - related PIs also listed where relevant	What we are doing to achieve this objective	Outcomes – What success looks like	What is still left to do
<p>services and targeted support for the rural economy.</p>	<p>Rural Travel Hubs – research concept and agree location of at least two pilot sites in South Cambs; feasibility study underway. Consultation running until September with interested parishes and stakeholders</p> <p>Develop and implement community based street sweeping pilots for parishes – business case being prepared.</p> <p>Adopted a discretionary business rate relief policy which will benefit around 300 rate payers.</p>	<p>of City Deal transport priorities.</p> <p>Reduce congestion</p> <p>Self sustaining community based street sweeping initiatives to supplement SCDC service according to local need.</p>	<p>Partnership Board and Assembly in January 2018 to approve progression of at least two trial sites</p> <p>Scope out possibility of dementia training for taxi trade to better assist vulnerable people who rely on the service.</p> <p>Options report on street sweeping pilot to Portfolio Holder, September 2017</p>
<p><b>AN INNOVATIVE AND DYNAMIC ORGANISATION</b></p>			
<p><b>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</b></p>			
<p>i. Develop strategies for the Council to take advantage of commercial and investment opportunities as they arise</p>	<p>Develop a commercialisation strategy which sets out criteria to assess a range of options for investment and income generation: research phase underway.</p> <p>Ermine Street Housing (ESH) continues to acquire a property portfolio in line with the Business Plan projections. Currently 140 MOD leased properties and 160 acquired properties.</p> <p>Equity Share scheme to invest in Council properties to sell on the open market.</p> <p>Renewable Energy Generation investment options: Initial list of renewable energy</p>	<p>The Council's strategic approach to commercial investment makes it best-placed to seek and take advantage of opportunities.</p> <p>ESH projected interest payment to SCDC during 17/18 of £1.4 million</p> <p>Equity share projected net income for 2017 is £190,500</p> <p>To identify and research green energy investment opportunities to enable EMT to make an informed</p>	<p>Strategy research paper to be considered by EMT.</p> <p>Continued delivery of ESH business plan.</p> <p>Equity share project continuing as business as usual. Project Team to consider if this approach can be used with other properties</p> <p>Delivery of Community Energy Fund report, with recommendations to EMT before end of Oct 17</p>

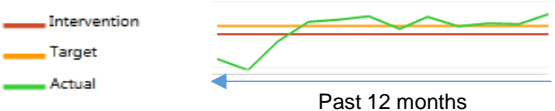
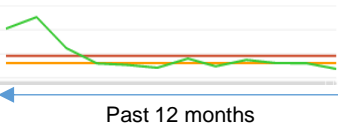
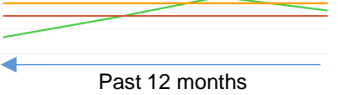
Action - related PIs also listed where relevant	What we are doing to achieve this objective	Outcomes – What success looks like	What is still left to do
	technologies, approaches, case studies, resources and contacts compiled to aid renewables research.	<p>decision about where available finance can best be invested to ensure sufficient financial return.</p> <p>To set up an SCDC renewables fund (including application process, eligibility criteria etc.), which Parish Councils and local community and voluntary groups can apply to for loans or grants for investment in renewable energy or energy efficiency.</p>	
ii. Complete full integration of the Single Shared Household and Commercial Waste Services	<p>Evaluating and further developing the new domestic rounds across the Shared Waste Service area</p> <p>Confirming future purchase, management, maintenance and ownership of the combined fleet for the Service</p> <p>Reviewing the commercial waste service including commercial approach and structure</p>	<p>Greater harmonisation of service and alignment of policies</p> <p>Confirmation of savings achieved and future investment approach</p> <p>99.5% of bins collected on due date and 50% of household waste diverted from landfill (sent for reuse, recycling and composting)</p> <p>For Q1 figures were 98.71% bins collected (impacted by changes in bin days), and 52.3% household waste diverted (provisional data).</p>	<p>Complete review of blue bin service and report to Portfolio Holder in September 2017.</p> <p>Ownership and investment for fleet is agreed in MoU for the service.</p> <p>Commercial waste review scoped in 2017.</p>
iii. Consolidate existing shared services and develop plans for shared Finance, Planning and Housing services	<p>Business Case for Shared Planning Service approved by SCDC and City Councils, July 2017. Staff consultation underway.</p> <p>Future plans to be reviewed.</p>	<p>Greater Cambridge Planning Service to be recognised as one of the UK's best planning services, demonstrated by quality of outcomes, meeting its targets and cost</p>	<p>Staff consultation ahead of proposed TUPE transfer on 1 February 2018</p> <p>Phase 1 implementation (senior management structure January 2018)</p> <p>3C updated business cases and</p>



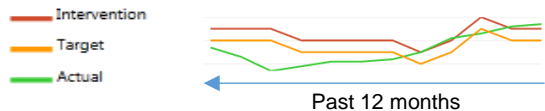
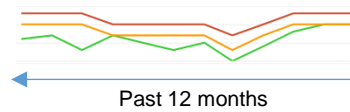
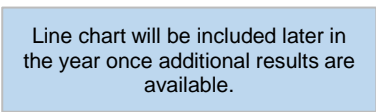


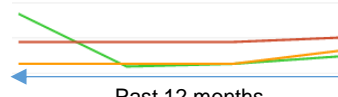
Action - related PIs also listed where relevant	What we are doing to achieve this objective	Outcomes – What success looks like	What is still left to do
	<p>All 3C Heads of Services now in post.</p> <p>Updated business cases and performance indicators being developed by new Heads of Service for 3C ICT (end of Q3) and 3C Building Control (end of Q3).</p> <p>In process of recruiting for Head of Internal Audit post.</p>	<p>3C Q1 reports to be considered and signed-off by 3C Leaders</p>	<p>performance indicators being developed by new Heads of Service for 3C ICT (end of Q2) and 3C Building Control (end of Q3)</p> <p>Now entering user acceptance testing stage of FMS implementation, with go-live scheduled for 4<sup>th</sup> Dec</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>SCDC Apprenticeship Strategy approved by Portfolio Holder.</p> <p>Member Task and Finish Group working to prepare for all-out elections in 2018: Terms of Reference drafted</p> <p>Employee Health and Wellbeing Strategy adopted. Recent events included financial wellbeing support, nutrition and weight management programme.</p>	<p>Three apprentices will begin work in September 2017.</p> <p>The Council and its Members are fully equipped to adapt to all-out elections in 2018 and associated reduction in Councillors and four-year electoral cycle.</p> <p>Improved staff morale (to be measured through Staff Survey).</p> <p>Reduced sickness absence. 17/18 Q1 remained above target (2.57 days/employee compared to 1.75 target).</p> <p>Improved retention and attraction of staff (turnover for Q1 17/18 was 2.93%, within the target of 3.25%)</p> <p>Reduced accident risk from improved training and risk management.</p>	<p>Identification and recruitment of remaining eight apprenticeships to commence employment during 1 April 2018.</p> <p>Task and finish group to agree and carry out work programme, including timetable to report to Portfolio Holder.</p> <p>Revisit the Health &amp; Wellbeing Survey to benchmark improvement and satisfaction with project outcomes so far</p> <p>Continue to build relationships through existing Health Champions in particular at Waterbeach</p> <p>Develop and improve Health &amp; Well Being pages on Insite when relaunched.</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
<p>v. Embed a 'digital by default' approach to customer access whilst ensuring quality traditional contact channels remain for those requiring them</p>	<p>Adopt a Digital Strategy</p> <p>Digital by Default project:</p> <ul style="list-style-type: none"> <li>- New revs and bens system has gone live; work proceeding on revs and bens phase of online customer portal</li> <li>- Improved the look and feel of the 'find your bin collection dates' web page, including an 'add to my calendar' function too.</li> <li>- Implemented the new and improved what goes in which bin page</li> <li>- Changed the look and feel of the A-Z and search facility to improve it.</li> </ul> <p>Customer Contact Service has recruited to combined post-handling / customer advisor roles to produce additional flexible capacity to deal with peak demand periods.</p>	<p>5,845 e-forms were submitted between 1 April – 30 June 2017, the highest quarterly figure since this indicator was introduced in Apr 2016.</p> <p>92.2% of calls to the customer contact service were handled in June 2017. The average call waiting time was 72 seconds for the same period.</p>	<p>Digital by Default:</p> <ul style="list-style-type: none"> <li>- Revs and Bens to manage their own eforms with their new system</li> <li>- Implement first phase (revs and bens) of online customer portal</li> <li>- Update website content</li> <li>- Implement payment solution with IEG4</li> <li>- Launch new Intranet</li> </ul> <p>Continued increase in the use of digital means of contact, reducing the number of simple calls to the Contact Centre</p>

PI and PI owner and Month organised by Service Area	Actual	Target	Int.	Comments
<b>Housing Management</b>				
<b>AH211 Average days to re-let all housing stock</b>				
Anita Goddard				
	Apr	16	17	A small level of fluctuation within the year is normal. At this stage there are no clear underlying causes for the increase seen in May and June; however we are aware that we have had an increase in voids that require significant works during the early part of the year and will continue to monitor this trend going forward.
	May	19	17	
	Jun	20	17	
<b>Housing Advice</b>				
<b>AH203 Number of households in temporary accommodation</b>				
Susan Carter/Heather Wood				
	Jun	59	50	<b>AH203, AH208, AH212 Associated Risk - STR10 Increase in cost of managing homelessness</b> Figure remains consistent with last quarter (60) and compares with 65 in Q1 of 2016/17. This is higher than target largely due to difficult private rented sector and high levels of homelessness over the past year.
<b>AH208 Number of households helped to prevent homelessness</b>				
Susan Carter/Heather Wood				
	Jun	57	30	27
<b>AH212 £s spent on Bed and Breakfast accommodation (cumulative)</b>				
Susan Carter/Heather Wood				
	Apr	0	974	1150
	May	0	1952	2300
	Jun	240	2926	3450
<b>Landlord Services</b>				
<b>AH204 % tenants satisfied with responsive repairs</b>				
Anita Goddard				
	Jun	96.2	97	92
The Q1 result of 96.2% is provisional, based on responses received and loaded onto the system to date. As such, there may be up to +/-2% variance once all responses in relation to jobs undertaken in Q1 are received and accounted for. Any change from this result will be reported in the next quarterly position report.				
The final result from Q4 of 2016/17 was 95.7%. This figure has decreased from the 97.6% originally reported during the end of year performance report. As shown in the line chart to the left, recent performance has been consistent, achieving levels above 95% in each of the quarters over the past year. Although this is below the 97% target, satisfaction remains high, and compares with a median figure of 95.15% amongst the 26 organisations that submitted data to the Housemark benchmarking club for Q4 of 2016/17.				

PI and PI owner and Month organised by Service Area	Actual	Target	Int.	Comments
<b>Contact Centre</b>				
<b>CC303 % total calls to the Contact Centre handled</b> Dawn Graham 	Apr 86.6 Jun 92.2 May 86.1	85 85 85	80 80 80	CC303, CC307, CC305 - Associated Risk - STR11 Business Improvement and Efficiency, Development Control Improvement, Working Smarter and Commercialisation Programmes
<b>CC307 Average call answer time (seconds)</b> Dawn Graham 	Apr 121 Jun 72 May 119	120 120 120	180 180 180	
<b>Corporate Services</b>				
<b>CC305 % of formal complaint responses sent within timescale (all SCDC)</b> Rachael Fox-Jackson 	Jun 71	80	70	Down from 85% in the previous quarter, but up from 54% in Q1 of 2016/17. An Action Learning Group review of the council's complaints processes and procedures presented its findings to EMT in July and will be making further recommendations detailing how improvements can be made.

PI and PI owner and Month organised by Service Area		Actual	Target	Int.					
<b>Waste Services</b>									
<b>ES418 % of household waste sent for reuse, recycling and composting (cumulative)</b>									
Jane Hunt	Line chart will be included later in the year once additional results are available.	Jun	52.3	50					
Targets confirmed by Shared Waste Board. Interventions to be confirmed.									
					<b>ES408 % of bins collected on schedule (SSWS)</b>				
					Jane Hunt		Apr	98.20	99.50
		May	98.96	99.50					
		Jun	98.71	99.50					
This result is provisional only. There is a time-lag on confirmation as we rely on external provision.									
<b>ES409 % of bins collected on schedule (SSWS)</b>									
<b>Environ. Health &amp; Licensing</b>									
<b>ES406 % major non-compliances resolved (in rolling year)</b>									
Myles Bebbington		Jun	80	90					
Four outstanding incidents across the rolling year. Of these, two are associated with one particular establishment which is due for compliance in August, whilst the remaining two have since been resolved.									
					<b>ES401 % business satisfaction with regulation service</b>				
Myles Bebbington		Jun	82.9	90					
29 of 35 (82.9%) responses indicated satisfaction in Q1, compared with 42 of 48 (87.5%) last quarter. Whilst this is a reduction, analysis of results and sample sizes shows that the reduction is not of great enough significance to be able to attribute this to a genuine reduction in satisfaction between the two quarters. The same can also be said when comparing the most recent result with the 2016/17 quarter 3 result when 33 of 35 (94.3%) indicated satisfaction.									

PI and PI owner and Month organised by Service Area	Actual	Target	Int.	Comments
<b>Benefits</b>				
<b>FS112 Average number of days to process new HB/CTS claims</b>				
<b>FS112, FS113, SF740 Associated Risk - STR5 Welfare Reform</b>				
Dawn Graham				
	Apr	23	25	30
	Jun	27	20	25
	May	26	20	25
<b>FS113 Average number of days to process HB/CTS change events</b>				
Dawn Graham				
	Apr	13	15	18
	Jun	15	15	18
	May	15	15	18
<b>SF740 % Discretionary housing grant paid (cumulative)</b>				
Dawn Graham				
	Apr	0	7	0
	Jun	16	20	15
	May	13	13	0
<b>Finance</b>				
<b>FS109 % invoices paid in 30 days</b>				
<b>FS109 Associated Risk - STR4 Medium Term Financial Strategy</b>				
Caroline Ryba				
	Apr	94.38	98.5	96.5
	Jun	95.65	98.5	96.5
	May	96.09	98.5	96.5
<b>HR</b>				
<b>FS116 Staff sickness days per FTE (non-cumulative)</b>				
<b>FS116, FS117 Associated Risk - STR13 Recruitment and Retention</b>				
Susan Gardner Craig				
	Jun	2.57	1.75	2.5
<b>FS117 Staff turnover (non-cumulative)</b>				
Susan Gardner Craig				
	Jun	2.93	3.25	4

PI and PI owner and Month organised by Service Area	Actual	Target	Int.	Comments
<b>Revenues</b>				
<b>FS102 % Housing Rent collected</b>				
Katie Brown				
Line chart not included - scale of chart means actual is largely indistinguishable from target and intervention.	Apr	85.2	82.6	74.4
	Jun	94.9	92.8	83.5
	May	92.4	89.5	80.5
<b>FS104 % NNDR collected (cumulative)</b>				
Katie Brown				
Line chart not included - scale of chart means actual is largely indistinguishable from target and intervention.	Apr	13.2	13.0	11.7
	Jun	32.2	31.7	28.6
	May	22	22.7	20.4
<b>FS105 % Council Tax collected (cumulative)</b>				
Katie Brown				
Line chart not included - scale of chart means actual is largely indistinguishable from target and intervention.	Apr	16	11.0	9.9
	Jun	34.4	30.7	27.6
	May	25.2	21.0	18.9

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

**PN510 % of major applications determined within 13 weeks or agreed timeline (designation period cumulative)**

Sarah Stevens

Intervention  
Target  
Actual



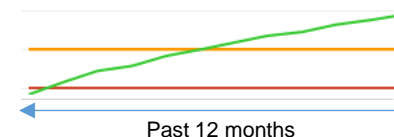
Apr	69.6	65	60
May	71.5	65	60
Jun	72.7	65	60

PN510, PN511, PN512, PN513 Associated Risk - STR25 Risk of Designation as Poorly Performance Planning Authority

PN510 and PN511 align with DCLG measurement criteria for designation by providing a cumulative percentage over a two year designation period. The current designation period is Oct 15 to Sep 17, so June's results show % of major (PN510) and % non-major (PN511) applications determined in agreed timeline since Oct 15. Looking at June in isolation, 100% (6 out of 6) of Major applications were determined within 13 weeks or agreed timeline, whilst 93.8% (137 of 146) of non-major applications were determined within 8 weeks or agreed timeline.

**PN511 % of non-major applications determined within 8 weeks or agreed timeline (desig. period cumulative)**

Sarah Stevens



Apr	78.2	75	70
May	78.8	75	70
Jun	79.5	75	70

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**PN512 % of appeals against major planning permissions refusal allowed (designation period cumulative)**

Sarah Stevens

New PI - no line chart.

Jun	8.1	5	10
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Due to the increased number of Major appeals received as a result of the lack of a 5 year land supply, as of the end of August we are in a position whereby 8.97% of Major application decisions made between Apr 2015 and end of March 2017 have been allowed. Another six appeals are outstanding, which has the potential to push us over the 10% designation threshold by the end of the designation period (end of December). This situation will continue to be monitored and an update will be provided within the Q2 performance report.

**PN513 % of appeals against non-major planning permission refusal allowed (designation period cumulative)**

Sarah Stevens

New PI - no line chart.

Jun	1.8	5	10
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**PN505 % customers satisfied with Planning and New Communities**

Sarah Stevens



Apr	52	70	60
May	64	70	60
Jun	58	70	60

The Planning Department investigates the nature of complaints and negative feedback to identify common themes and take action to address issues as necessary. In recent months the number of responses to the satisfaction survey have been low (14 in Apr, 19 in May and 20 in June), resulting in relatively high levels of variation. As such, arrangements for measuring and reporting customer satisfaction with Planning and New Communities will be reviewed in time for 2018/19 to ensure that this provides a greater level of insight.

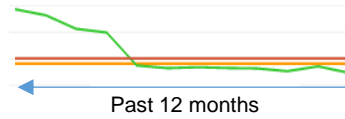


PI and PI owner and Month organised by Service Area	Actual	Target	Int.	Comments
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**Land Charges**

**SX025 Average Land Charges search response days**

Sarah Stevens



Apr	5.16	8	10
May	6.98	8	10
Jun	4.62	8	10

**Planning Policy**

**PN518 % of new homes permitted that are affordable homes**

**PN518 Associated Risk - STR3 Failure to meet housing need**

Jun

New KPI - work currently ongoing to develop a method of obtaining this data from the planning system. Reporting is targetted to take place in time for Q2.

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## Appendix C

### Budget 2017/18 Q1 - Variances from Budget

Portfolio	Full year Budget	Budget to date	Total expenditure	Variance to date	Variance to date	Budget Remaining	Projected (under)/Over Spending
	£	£	£	£	%	£	£
<b>General Fund</b>							
Leader Portfolio	£343,990.00	£109,054.00	£116,230.00	£7,176.00	7%	£227,760.00	£0.00
Finance and Staffing Portfolio	£3,479,950.00	£5,160,012.00	£5,324,670.00	£164,658.00	3%	(£1,844,720.00)	£0.00
Business and Customer Services Portfolio	£2,151,430.00	£541,177.00	£683,342.00	£142,165.00	26%	£1,468,088.00	£0.00
Environmental Portfolio	£6,249,200.00	£469,343.00	£109,235.00	(£360,108.00)	(77%)	£6,139,965.00	£0.00
Health and Wellbeing Portfolio	£287,990.00	£97,650.00	£53,730.00	(£43,920.00)	(45%)	£234,260.00	£0.00
Housing General Fund Portfolio	£1,644,830.00	£379,903.00	(£36,043.00)	(£415,946.00)	(109%)	£1,680,873.00	£0.00
Planning Portfolio	£2,675,290.00	£552,893.00	£497,154.00	(£55,739.00)	(10%)	£2,178,136.00	£0.00
Strategic Planning and Infrastructure Portfolio	£1,084,260.00	£306,324.00	£63,945.00	(£242,379.00)	(79%)	£1,020,315.00	£0.00
Greater Cambridge City Deal Portfolio	£0.00	£0.00	£0.00	£0.00	0%	£0.00	£0.00
<b>Total GF Allocated Portfolio Expenditure</b>	<b>£17,916,940.00</b>	<b>£7,616,356.00</b>	<b>£6,812,263.00</b>	<b style="color: red;">(£804,093.00)</b>	<b style="color: red;">(11%)</b>	<b>£11,104,677.00</b>	<b>£0.00</b>
<b>HRA</b>							
Housing Repairs - Revenue	£4,364,520.00	£791,130.00	£667,120.00	(£124,010.00)	(16%)	£3,697,400.00	£0.00
Sheltered Housing	£460,380.00	£212,258.00	£106,329.00	(£105,929.00)	(50%)	£354,051.00	£0.00
Administration	£3,362,814.00	£843,365.00	£760,207.00	(£83,158.00)	(10%)	£2,602,607.00	£0.00
Other Alarm Systems	£0.00	(£10,176.00)	(£17,357.00)	(£7,181.00)	71%	£17,357.00	£0.00
Flats - Communal Areas	£81,164.00	£16,537.00	£11,166.00	(£5,371.00)	(32%)	£69,998.00	£0.00
Outdoor Maintenance	£118,896.00	£63,120.00	£57,508.00	(£5,612.00)	(9%)	£61,388.00	£0.00
Sewage	£6,670.00	(£17,780.00)	(£18,157.00)	(£377.00)	2%	£24,827.00	£0.00
Tenant Participation	£272,846.00	£71,197.00	£50,894.00	(£20,303.00)	(29%)	£221,952.00	£0.00
Reprovision & New Homes Programme	£200,447.00	£50,115.00	£138,769.00	£88,654.00	177%	£61,678.00	£0.00
Other	£93,640.00	£1,324.00	£1,995.00	£671.00	51%	£91,645.00	£0.00
Transfer to Reserves & Capital Charges	£19,897,460.00	£0.00	(£59,119.00)	(£59,119.00)	100%	£19,956,579.00	£0.00
Income	(£28,678,600.00)	(£7,107,286.00)	(£7,106,697.00)	£589.00	(0%)	(£21,571,903.00)	£0.00
<b>Total HRA</b>	<b>£180,237.00</b>	<b style="color: red;">(£5,086,196.00)</b>	<b style="color: red;">(£5,407,342.00)</b>	<b style="color: red;">(£321,146.00)</b>	<b>6%</b>	<b>£5,587,579.00</b>	<b>£0.00</b>

£0.00

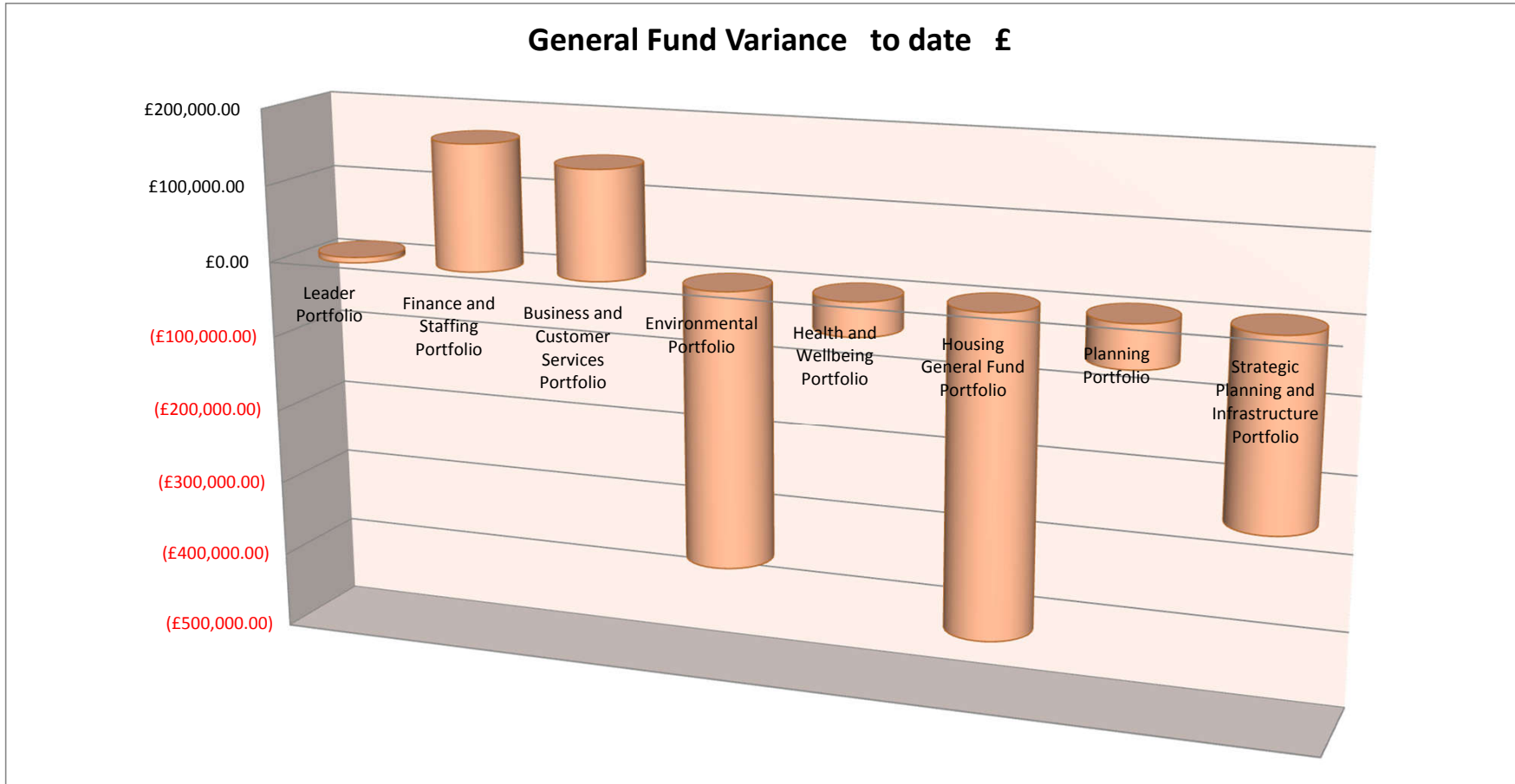
## Appendix C

### Budget 2017/18 Q1 - Variances from Budget

Portfolio	Full year Budget	Budget to date	Total expenditure	Variance to date	Variance to date	Budget Remaining	Projected (under)/Over Spending
	£	£	£	£	%	£	£
<b>GF Capital</b>							
Cambourne Offices	£150,000.00	£19,650.00	£1,358.00	(£18,292.00)	(93%)	£148,642.00	£0.00
ICT Development	£485,000.00	£97,460.00	£20,262.00	(£77,198.00)	(79%)	£464,738.00	£0.00
Waste Collection & Street Cleansing	£2,674,000.00	£37,000.00	£27,000.00	(£10,000.00)	(27%)	£2,647,000.00	£0.00
Awarded Watercourses and Air Quality	£100,000.00	£0.00	£104,700.00	£104,700.00	100%	(£4,700.00)	£0.00
Repurchase of GF Sheltered Properties	£1,100,000.00	£275,000.00	£5,450.00	(£269,550.00)	(98%)	£1,094,550.00	£0.00
Environmental Protection	£50,000.00	£0.00	£0.00	£0.00	100%	£50,000.00	£0.00
Improvement Grants	£770,000.00	£74,400.00	£159,947.00	£85,547.00	115%	£610,053.00	£0.00
Environmental Protection	£50,000.00	£0.00	£0.00	£0.00	(100%)	£50,000.00	£0.00
Improvement Grants	£770,000.00	£74,400.00	£159,947.00	£85,547.00	(100%)	£610,053.00	£0.00
Grants-Provision of Social Hsg	£500,000.00	£125,000.00	£0.00	(£125,000.00)	(33%)	£500,000.00	£0.00
Refurbishment of GF Equity Share Properties	£50,000.00	£12,500.00	£0.00	(£12,500.00)	100%	£50,000.00	£0.00
Website Development	£70,000.00	£7,000.00	£4,688.00	(£2,312.00)	0%	£65,312.00	£0.00
Other (Mainly Capital Receipts)	£10,000.00	£0.00	£0.00	£0.00	(50%)	£10,000.00	£0.00
<b>Total GF Capital</b>	<b>£5,959,000.00</b>	<b>£648,010.00</b>	<b>£323,405.00</b>	<b>(£324,605.00)</b>	<b>(50%)</b>	<b>£5,635,595.00</b>	<b>£0.00</b>
	£0.00	£0.00	£0.00	£0.00	0%	£0.00	£0.00
<b>HRA Capital</b>							
Land	£300,000.00	£75,000.00	£10,152.00	(£64,848.00)	(86%)	£289,848.00	£0.00
New Homes Programme	£6,941,590.00	£1,735,395.00	£7,065.00	(£1,728,330.00)	(100%)	£6,934,525.00	£0.00
Reprovision of Existing Homes	£2,109,540.00	£527,385.00	£2,500.00	(£524,885.00)	(100%)	£2,107,040.00	£0.00
Repurchase of HRA Shared Ownership Homes	£300,000.00	£75,000.00	£274,118.00	£199,118.00	265%	£25,882.00	£0.00
Cash Incentive Grants	£0.00	£0.00	£0.00	£0.00	100%	£0.00	£0.00
Housing Repairs - Capital	£8,193,940.00	£2,048,484.00	£408,258.00	(£1,640,226.00)	(80%)	£7,785,682.00	£0.00
<b>Total HRA Capital</b>	<b>£17,845,070.00</b>	<b>£4,461,264.00</b>	<b>£702,093.00</b>	<b>(£3,759,171.00)</b>	<b>(84%)</b>	<b>£17,142,977.00</b>	<b>£0.00</b>
<b>Capital receipts</b>							
Right to Buy	(£3,038,000.00)	(£759,495.00)	(£817,035.00)	(£57,540.00)	8%	(£2,220,965.00)	£0.00
Equity Share-HRA	(£349,530.00)	(£87,381.00)	£1,252.00	£88,633.00	100%	(£350,782.00)	£0.00
Equity Share - GF	(£1,231,835.00)	(£307,957.00)	(£293,634.00)	£14,323.00	(5%)	(£938,201.00)	£0.00
Other							
Grants & Contributions	(£44,315,277.00)	£0.00	(£13,121.00)	(£13,121.00)	100%	(£44,302,156.00)	£0.00
<b>Total Capital Receipts</b>	<b>(£48,934,642.00)</b>	<b>(£1,154,833.00)</b>	<b>(£1,122,538.00)</b>	<b>£32,295.00</b>	<b>(3%)</b>	<b>(£47,812,104.00)</b>	<b>£0.00</b>
<b>Capital Total</b>	<b>(£25,130,572.00)</b>	<b>£3,954,441.00</b>	<b>(£97,040.00)</b>	<b>(£4,051,481.00)</b>	<b>(102%)</b>	<b>(£25,033,532.00)</b>	<b>£0.00</b>

# Appendix C

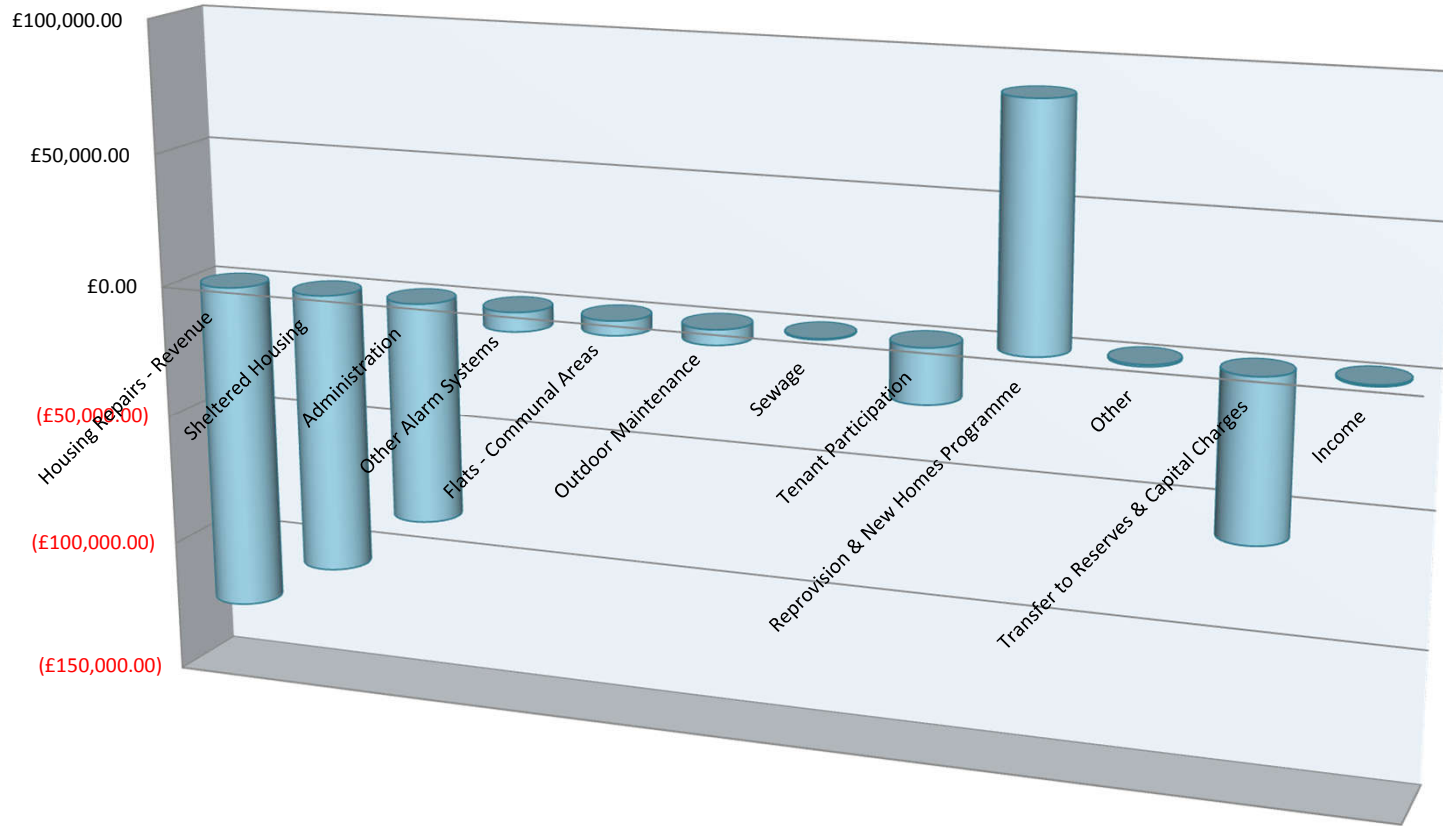
## Variance from Working Budget



# Appendix C

## Variance from Working Budget

HRA Variance to date £



**Significant Items of Variance from Working Budget**  
**General Fund Budget 2017/18 Q1 - Major Variances from Budget**

Service Grouping	Reason for Variance	Cross reference to Performance report	Cross reference to Strategic Risk Register (4Risk)	Actual (Favourable) / Adverse Variance £
<b>Leader Portfolio</b>				
Other net variances				0
<b>Total variance for Portfolio</b>	Variance for the Portfolio not investigated			<b>7,176</b>
	Not blank			
<b>Finance and Staffing Portfolio</b>				
Council Tax Benefit	Variance below threshold for investigation	FS112 - Average number of days to process new HB/CTS claims FS113 - Average number of days to process HB/CTS change events SF740 - % Discretionary housing grant paid	STR5 - Welfare Reform	0
Corporate Management	The key elements of the variance are £29K staff costs underspend and £17K Audit fee paid after the end of Q1	CC303 - % total calls to the Contact Centre handled CC307 - Average call answer time (seconds) CC305 - % of formal complaint responses sent within timescale (all SCDC) FS116 - Staff sickness days per FTE FS117 - Staff turnover	STR11 - Business Improvement & Efficiency, Development Control Improvement, Working Smarter and Commercialisation Programmes STR13 - Recruitment & Retention	(51,369)
Treasury Management	Variance below threshold for investigation	FS109 - % invoices paid in 30 days	STR4 - Medium Term Financial Strategy	(500)
Cost of NNDR Collection	The variance consists of two main elements: £11K underspend on staff costs and £8K fee for Analyse Local software licence, budgeted for, but not paid in the quarter.	FS104 - YTD % NNDR collected		(23,164)
Cost of Council Tax Collection	The variance is mainly due to an accrual of £260K carried forward from prior year, which relates to a cheque issued by the Council, but not yet cancelled on FMS	FS105 - YTD % Council Tax collected		214,594
3C SharedServicesProgramme Hub	The variance is due to £12K overspend on Consultancy services and the recharges for Q1 costs for the Hub not yet recharged to the other 3C Councils.		STR12 - Shared Services Initiatives with other authorities	28,158
Other net variances				(3,061)
<b>Total variance for Portfolio</b>				<b>164,658</b>
	Not blank			
<b>Business and Customer Services Portfolio</b>				
Land Charges	The variance consists of £7K staff savings and £9K income above budget			(13,362)
Elections	The overspend is driven by unbudgeted cost of General Elections, with £215K expenditure on Presiding officers and clerks and further 10K on Returning officers. We expect to be reimbursed for administering these elections.			236,681
Democratic Representation	Underspend against budget arises from £7K staff savings, £9K saving on members costs and £40K contribution from other Local Authorities for the services to the City Deal meetings, not budgeted for			(61,908)
Policy & Performance	An overspend of £24K on Consultancy budget for the year to date, offset by £12K staff costs underspend		STR1 - Consultation and Engagement	2,689
Economic Development	A combination of £10K staff savings, £2K unbudgeted salary recharge and £10K saving on Consultancy services produced favourable variance for the service			(24,390)
Other net variances				2,454
<b>Total variance for Portfolio</b>				<b>142,165</b>
	Not blank			

<b>Environmental Portfolio</b>				
Awarded Watercourses	Key element of the variance is £40K HCA accrual not paid in Q1			(49,744)
Footway Lighting	Balfour Beatty quarterly invoice for £5K not received in Q1			(5,857)
Single Shared Waste Service	The variance is made up of £45K savings on Fuel and Policy salaries, further £84K income above budget within the service and also £64,274 income re Cambridge NW. This is income which was received by Cambridge University which we are obliged to hold on account to offset any additional costs which come out of the underground bank collection scheme at that site - effectively earmarked funds.	ES418 - YTD % of household waste sent for reuse, recycling and composting ES408 - % of bins collected on schedule		(174,403)
Environmental Health General	The favourable variance is driven by £16K saving on staff costs against budget, including Agency Staff saving of £9K	ES406 - % major non-compliances resolved (in rolling eyar)		(18,018)
Licences	Favourable variance is made up of £4K staff saving and £4K income above budget	ES401 - % business satisfaction with regulation service		(11,258)
Taxi Licensing Service	The variance is due to £19K charges income higher than budgeted, partially offset by £3K extra staff costs and £2K equipment purchases above budget			(13,973)
Localism	The overall saving is a combination of £5K saving on staff costs and £8K underspend on Community Development Projects costs			(11,301)
Other net variances				(11,301)
<b>Total variance for Portfolio</b>				<b>(360,108)</b>
Not blank				
<b>Health and Wellbeing Portfolio</b>				
Health and Wellbeing	The variance consists of £6K savings on staff costs and £6K savings on other services		STR6 - Demands on services from an ageing polulation	(14,090)
Northstowe, Healthy New Town	This project is fully funded by grant from NHS England. £110K grant was received in advance, this is partially offset by a debtor broght forward from 2016/17, relating to expenditure incurred on the project in that period. The grant is furhter offset by £13K overspend on staff costs, and £70K other costs, such as £45K research contract expenditure and £4K on provision of weekly advice services.		STR14 - Access to Primary Care in Growth Areas	(27,525)
Other net variances				(2,304)
<b>Total variance for Portfolio</b>				<b>(43,920)</b>
Not blank				



<b>Housing (General Fund)</b>				
Homelessness	£193,685 DCLG Homelessness Support Grant was received in Q1. This was not included in budget. Some of this money will be used for Benefits and to fund Private Sector Leasing Scheme, so won't all be used within this service. B&B accommodation costs were £9K under budget for the quarter.	AH203 - Number of households in temporary accommodation, AH208 - Number of households helped to prevent homelessness, AH212 - YND £s spent on Bed and Breakfast accommodation	STR10 - Increase in cost of managing homelessness	(254,736)
Private Sector Leasing Scheme	Shire Homes Limited not yet trading - set-up costs incurred			(21,106)
Strategic Housing	£50,330 DCLG Community Housing Fund grant received in Q1. This was not included in budget. In common with the Homelessness Support Grant this will be in areas external to this service.			(51,451)
Sub-Regional Homelink Service	Homelink service payment of £81K was received in Q1, which was not budgeted for in this period. This covers the whole year, as Homelink changed their payments structure since the budget was profiled.			(84,593)
Travellers Sites	Favourable variance is a combination of £9K staff costs saving, £1K underspend on the Buildings Contract and £5K overspend on the cost of Dwellings			(6,827)
Other net variances				2,766
<b>Total variance for Portfolio</b>				<b>(415,946)</b>
	Not blank			
<b>Planning Portfolio</b>				
Development Control	The main reason for the adverse variance is £125K less income received from chargeable services than budgeted for. This is partially offset by £30K over budget Pre-App income and £69K additional S106 admin income. Staff costs saving of £63K, including Agency Staff also reduced the adverse variance. However, there is £30K overspend on Legal and £26K overspend on Planning Consultancy. Other miscellaneous adverse variances total £52K and include £24K costs relating to 2016/17 which have yet to be reimbursed.		STR25 - Risk of Designation as Poorly Performing Planning Authority	152,154
Planning Policy	The variance is made up of the unspent consultancy budget of £28K, unbudgeted government grant receipt of £44K carried forward from 2016/17 and other unbudgeted income of £21K		STR3 - Failure to meet Housing Need	(105,333)
Travellers Issues	The main reason for the variance is £12K underspend on legal fees in the quarter		STR2 - Gypsy and Travellers and those not meeting new definition	(9,719)
Other net variances				(2,490)
<b>Total variance for Portfolio</b>				<b>(55,739)</b>
	Not blank			
<b>Strategic Planning and Infrastructure Portfolio</b>				
Growth Agenda/New Communities	The variance consists of a number of elements: £103K staff costs underspend against budget, including £15K overspend on Agency staff; £12K underspend on Consultancy and £144K government grant carried forward from 2016/17. This is partly offset by £44K income shortfall against budget.			(236,513)
Other net variances				(5,866)
<b>Total variance for Portfolio</b>				<b>(242,379)</b>
	Not blank			
<b>Total for General Fund Revenue</b>				<b>(804,093)</b>

## Significant Items of Variance from Working Budget

### Housing Revenue Account 2017/18 Q1 - Major Variances from Budget

Service Grouping	Reason for Variance	Cross reference to Performance report	Cross reference to Strategic Risk Register (4Risk)	Actual (Favourable) / Adverse Variance £
<b>Housing Repairs - Revenue</b>				
Revenue Maintenance	Variance predominantly due to low level of external response repair expenditure reported for Q1	AH204 - % tenants satisfied with responsive repairs		(124,010)
Other net variances				0
<b>Total variance for Service</b>				<b>(124,010)</b>
<b>Sheltered Housing</b>				
Sheltered Housing	The variance relates mainly to the staffing vacancies, specifically cleaning staff.			(80,878)
Visiting Support	Variance not significant, therefore not investigated			(2,240)
Other net variances				(25,051)
<b>Total variance for Service</b>				<b>(105,929)</b>
<b>Administration</b>				
Administration	The favourable variance is driven by £54K saving on staff costs against budget.			(83,158)
Other net variances				0
<b>Total variance for Service</b>				<b>(83,158)</b>
<b>Other Alarm Systems</b>				
Alarms	The contract for the alarms maintenance has been re-tendered, the new contractor has not yet invoiced and queries with closing the previous contract has resulted in disputed invoices.			(7,181)
Other net variances				0
<b>Total variance for Service</b>				<b>(7,181)</b>
<b>Flats - Communal Areas</b>				
<b>Total variance for Service</b>	Variance not significant, therefore not investigated			<b>(5,371)</b>
<b>Outdoor Maintenance</b>				
Grounds maintenance	Variance relates to the invoice for June which was not put through until after then end of Q1			(5,612)
Other net variances				0
<b>Total variance for Service</b>				<b>(5,612)</b>
<b>Sewage</b>				
<b>Total variance for Service</b>	Variance not significant, therefore not investigated			<b>(377)</b>
<b>Tenant Participation</b>				

Tenant Participation	Grounds maintenance contract payments for quarter 1 outstanding, and no costs associated with production of tenant communications realised to date. The 6K Community Grant budget is proving difficult to spend again this year despite recent advertising - we will know more in 3 months as to the likelihood of spending this. Support for tenants groups is behind budget as have not started spending on consultants fees this year yet for training tenants/supporting scrutiny but this should catch up with the budget.			(20,303)
Other net variances				0
<b>Total variance for Service</b>				<b>(20,303)</b>
<b>Reprovision &amp; New Homes Programme</b>				
Re-provision and New Homes	The variance is due to the £62K of Yr 2016/17 recharges still to be invoiced to Cambs County Council and also £15K of recharges due for the current year still to be recharged	AH211 - Average days to re-let all housing stock		88,654
Other net variances				0
<b>Total variance for Service</b>				<b>88,654</b>
<b>Other</b>				
<b>Total variance for Service</b>	Variance not significant, therefore not investigated			<b>671</b>

<b>Transfer to Reserves &amp; Capital Charges</b>				
Interest on Self Finance Debt	This amount relates to the reversal of year end accrual for PWLB interest and is therefore not a genuine service expenditure		STR9 - HRA Business Plan	(59,119)
Other net variances				0
<b>Total variance for Service</b>				<b>(59,119)</b>
<b>Income</b>				
<b>Total variance for Service</b>	Variance not significant, therefore not investigated	<b>FS102 - % Housing Rent collected</b>		<b>589</b>
Other net variances				0
<b>Total for Housing Revenue Account</b>				<b>(321,146)</b>

# SCDC Strategic Risk Report



<b>Report Date</b>	02 Aug 2017
<b>Risk Status</b>	Open
<b>Council / Service</b>	Strategic (STR)
<b>Control Status</b>	Existing
<b>Action Status</b>	Outstanding

Risk Ref	Risk Title	Cause & Effect	Gross Risk Score	Risk Control	Net Risk Score	Action Required	To be implemented by
STR 10	Increase in cost of managing homelessness - Cllr Lynda Harford (was STR25)  <b>Head of Service:</b> Stephen Hills  <b>Risk Owner:</b> Stephen Hills  <b>Last Updated:</b> 20 Jul 2017	<p><b>Cause</b> (January 2013) Potential impacts from welfare benefit changes:</p> <ul style="list-style-type: none"> <li>•The 1% HRA rent cut has reduced our new build programme;</li> <li>•New affordable housing coming through the system from RPs will slow down and Starter Homes are unusable for our homeless cases;</li> <li>•Forced council house sales will reduce our stock further – possibly 40% of all relets each year;</li> <li>•The proposed introduction of LHA rate for supported housing risks the closure of our newly built hostel (it would revert to general needs tenancies). Likelihood that Council relets will only be available for homeless households , thereby impacting on our ability to house others from the housing register and undertake effective prevention work.</li> </ul> <p>Greater responsibilities under the Homeless Reduction Act</p> <p><b>Consequence</b> resulting in an increase in duties owed by the Council and a significant increase in costs to the Council to meet its statutory obligations. Likely to see an increased demand for the service, and more in-depth support and assessment for those that do approach the Council.</p>	I = 5 L = 5 25 (25)	Developing an in-house Private Sector Leasing Scheme to replace the King Street scheme.	I = 3 L = 3 9 (9)	The success of the new PSL project will be known within 6 months.	31 Aug 2017
				Use of Rent Deposit Scheme, CAB Money advice, other homeless prevention measures and New Build programme.  New hostel opened in 2015 with increased TA.  Successful Joint Trailblazer bid to introduce more joint working and initiatives around homeless prevention. Additional government funding in respect of the Homeless Reduction Bill duties (amount TBC) CIH review of homelessness in 2016, identifying existing good practice and future recommendations  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 per annum.		The mitigation work will be closely monitored throughout the year.	31 Aug 2017



Risk Ref	Risk Title	Cause & Effect	Gross Risk Score	Risk Control	Net Risk Score	Action Required	To be implemented by
STR 3	<p>Failure to meet Housing Need - Cllr Robert Turner (was STR05)</p> <p><b>Head of Service:</b> Stephen Kelly</p> <p><b>Risk Owner:</b> Sarah Stevens</p> <p><b>Last Updated:</b> 20 Jul 2017</p>	<p><b>Cause</b> (June 2007, was Lack of Land Supply) Failure to meet Housing needs identified in Local Plan, Local Economic requirements – lack of opportunity/economic performance, Delivery of housing falling below levels necessary to achieve: - a five-year supply of housing and the Local Plan target for housing 2011-2031 - City Deal 1,000 additional homes on rural exception sites, Economic uncertainty following Brexit and potential slow down in planning application submissions and house builders by developers, Potential delays to delivery arising from delays to infrastructure programmes, Recruitment and retention of appropriate staff to provide maintain consistency and continuity overseeing major, long term and complex schemes,</p> <p><b>Consequence</b> leading to lack of up to date policy to support Housing Need, Lack of efficient planning process to deliver strategic sites: - failure in investment in infrastructure necessary to unlock development, - economic uncertainty, resulting in lack of housing provision to meet local need and potential impact on 5 year housing land supply. Potential adverse impact on quality of schemes and customer confidence.</p>	I = 4 L = 5 20 (20)	<p>Establishing a Housing Delivery Project to manage this situation with measures including:</p> <ul style="list-style-type: none"> <li>- Monthly monitoring of 5-year supply</li> <li>- Tracking of outline planning permissions through to implementation</li> <li>- reduced time limits on outline permissions from 3 to 2 years</li> <li>- requiring delivery programmes from developers.</li> </ul>	I = 2 L = 5 10 (10)	<p>Establishing a Housing Delivery Project to manage this situation with measures including:</p> <ul style="list-style-type: none"> <li>- Monthly monitoring of 5-year supply</li> <li>- Tracking of outline planning permissions through to implementation</li> <li>- reduced time limits on outline permissions from 3 to 2 years</li> <li>- requiring delivery programmes from developers</li> </ul> <p>Effective programme management and regular liaison with developers. PPA to secure up to date programmes and sufficient resources and skill sets and tools e.g. design briefs. Monitoring of deliver against Housing Trajectory. Consider alternative delivery mechanisms e.g LDOs to encourage timely delivery.</p>	31 Aug 2017

# SCDC Strategic Risk Report



Risk Ref	Risk Title	Cause & Effect	Gross Risk Score	Risk Control	Net Risk Score	Action Required	To be implemented by
STR 13	<p>Recruitment &amp; Retention - Cllr Simon Edwards (was STR28)</p> <p><b>Head of Service:</b> Susan Gardner Craig</p> <p><b>Risk Owner:</b> Susan Gardner Craig</p> <p><b>Last Updated:</b> 20 Jul 2017</p>	<p><b>Cause</b> (September 2015) Reduced staffing capacity due to difficulties in recruitment and retention, especially in some professions,</p> <p><b>Consequence</b> leading to 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; resulting in 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>I = 4 L = 5 20 (20)</p>	<p>Variety of actions in place, appropriate to service areas, including:</p> <ul style="list-style-type: none"> <li>•Internal development opportunities</li> <li>•Funded professional development &amp; qualifications</li> <li>•Secondments, both internally and with partnering authorities</li> <li>•Shared services with partnering authorities</li> <li>•Market supplements on a fixed term basis</li> <li>•Use of temporary workers</li> <li>•Changes to recruitment approaches, new jobs page on website, use of different media</li> <li>•Keep under review marketplace pay levels using e-paycheck and other means</li> <li>•Increase in the number of apprenticeships on offer</li> <li>•Developing a career progression scheme</li> <li>•Offering trainee LGV Driver places</li> </ul>	<p>I = 3 L = 3 9 (9)</p>	<p>TIMESCALE TO PROGRESS: Ongoing: Additional actions being considered in some service areas.</p>	<p>31 Mar 2018</p>

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Risk Ref	Risk Title	Cause & Effect	Gross Risk Score	Risk Control	Net Risk Score	Action Required	To be implemented by
STR 5	<p>Welfare Reform - Cllr Simon Edwards (was STR15)</p> <p><b>Head of Service:</b> Susan Gardner Craig</p> <p><b>Risk Owner:</b> Dawn Graham</p> <p><b>Last Updated:</b> 20 Jul 2017</p>	<p><b>Cause</b> (December 2010) Radical changes to benefits, including localised council tax support scheme and introduction of a universal credit system,</p> <p><b>Consequence</b> leading to possible:</p> <ul style="list-style-type: none"> <li>•increased IT cost due to required system changes;</li> <li>•implementation costs not fully reimbursed by Government grant;</li> <li>•increased workload for Benefits and Homelessness teams, resulting in potential for:</li> <li>•adverse effect on service provision due to the number of changes;</li> <li>•increased dissatisfaction with the service due to reduced amounts of benefit payable;</li> <li>•impact on Medium Term Financial Strategy;</li> <li>•devastating effect on people with mental health problems; and</li> <li>•dislocation of private sector housing market.</li> </ul>	I = 4 L = 4 16 (16)	<p>Scoping work currently being undertaken by the Benefits Manager to assess the impact of Universal Credit and how it impacts the administration of Housing Benefit, Localized Council Tax Support and Rent Collection for SCDC tenants.</p> <p>Department for Work &amp; Pensions (DWP) have confirmed increased Discretionary Housing Payments (DHP) budget for 2017/18 following the reduction in the level of the Benefit Cap (£20k). Local Council Tax Support (LCTS) and welfare reform workshop to take place with regard to proposed LCTS scheme 2018/19 and possible welfare changes. 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.</p>	I = 2 L = 4 8 (8)		

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Risk Ref	Risk Title	Cause & Effect	Gross Risk Score	Risk Control	Net Risk Score	Action Required	To be implemented by
STR 4	<p>Medium Term Financial Strategy (MTFS) - Cllr Simon Edwards (was STR08)</p> <p><b>Head of Service:</b> Alex Colyer</p> <p><b>Risk Owner:</b> Caroline Ryba (SCDC)</p> <p><b>Last Updated:</b> 20 Jul 2017</p>	<p><b>Cause</b> (June 2007)</p> <p>Risks concerning the financial projections include:</p> <ul style="list-style-type: none"> <li>•not achieving delivery of additional income / savings to meet targets, including from Business Improvement &amp; Efficiency and Commercialisation Programmes projects (and see STR26), shared services initiatives and the housing company;</li> <li>•inflation exceeds assumptions;</li> <li>•interest rates do not meet forecasts;</li> <li>•employer's pension contributions increases exceed projections;</li> <li>•changes in demand for some service areas could lead to pressures in the related budgets, especially Housing;</li> <li>•unforeseen restructuring costs;</li> <li>•retained business rates scheme – volatility of outstanding valuation appeals, made worse by the 2017 revaluation;</li> <li>•retained business rates scheme does not meet forecast;</li> <li>•retained business rates scheme tariff adjustments continue from 2020/21;</li> <li>•Business rates revaluation at April 2017 is not fiscally neutral for the Council;</li> <li>•Changes in the business rates retention scheme to effect 100% retention are detrimental to the Council;</li> <li>•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;</li> <li>•major developments do not meet housing trajectory forecast;</li> <li>•cost of supporting development and meeting demand from growth;</li> <li>•impact of welfare reform (and see STR15);</li> <li>•availability of budget for Cabinet..</li> </ul> <p><b>Consequence</b></p>	<p>I = 5 L = 3 15 (15)</p>	<p>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 &amp; 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 &amp; 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. Use of reserves.</p>	<p>I = 5 L = 2 10 (10)</p>	Separately identify commercial income in the Council's reports and projections.	31 Aug 2017
						Quarterly reports on commercial projects and market price trends to Cabinet.	31 Aug 2017
						Identify further opportunities for commercial income and assess the risks associated with each commercial project.	31 Oct 2017

Risk Ref	Risk Title	Cause & Effect	Gross Risk Score	Risk Control	Net Risk Score	Action Required	To be implemented by
		leading to the Council needing to take action to cut its budgets, resulting in cuts in services, public dissatisfaction, audit and inspection criticism.					
STR 11	Business Improvement & Efficiency, Development Control Improvement, Working Smarter and Commercialisation Programmes - Cllr Nick Wright (was STR26) <b>Head of Service:</b> Alex Colyer <b>Risk Owner:</b> Phil Bird <b>Last Updated:</b> 20 Jul 2017	<p><b>Cause</b> (November 2013) 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. 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"> <li>•inadequate stakeholder engagement,</li> <li>•conflicting operational, programme and project priorities, or</li> <li>•long term unavailability of relevant and crucial staff,</li> </ul> <p><b>Consequence</b> leading to inadequate programme and project resources and support, resulting in a delay or failure to deliver the outputs, associated benefits, and required income and savings targets.</p>	I = 4 L = 3 12 (12)	<p>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.</p> <p>The Senior Responsible Owner is responsible for securing the required resources.</p> <p>Regular 1:1s with Executive Director (Senior Responsible Owner).</p> <p>Monthly Highlight Reports from each Project Manager to the Programme Manager.</p> <p>Monthly Highlight Reports to EMT from the Programme Manager.</p> <p>Regular update meetings with Project Managers &amp; Project Sponsors used to assess required resource levels.</p> <p>A Stakeholder Engagement Strategy and detailed stakeholder analysis has been developed.</p> <p>Stakeholder engagement activities place regularly throughout the programme.</p> <p>Increasing emphasis on Lessons Learned from other projects will help the Sponsoring Group, Programme Manager and Project Managers mitigate this risk.</p> <p>Each project risk register is updated monthly and reviewed with project manager.</p> <p>There is currently an increased workload for the Corporate Programme Manager (CPM) due to the long-term absence of the Facilities Manager and the Catering Manager. Provision has been made in the canteen with acting up arrangements put in place. The Facilities Manager is due back within weeks. This does not impact directly on the Programmes themselves or the Projects within them but limits the time the CPM can spend on them. The score has been increased..</p>	I = 4 L = 3 12 (12)	Timescale to progress: throughout 2012 - 2017	30 Dec 2017

# SCDC Strategic Risk Report



Risk Ref	Risk Title	Cause & Effect	Gross Risk Score	Risk Control	Net Risk Score	Action Required	To be implemented by
STR 9	HRA Business Plan - Cllr Lynda Harford (was STR24) <b>Head of Service:</b> Stephen Hills <b>Risk Owner:</b> Julia Hovells (SCDC) <b>Last Updated:</b> 20 Jul 2017	<p><b>Cause</b> (March 2012) The HRA Business Plan has its own associated risk register.</p> <p><b>Consequence</b> 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:  <ul style="list-style-type: none"> <li>•1% rent reduction for 4 years,</li> <li>•loss of relets to fund the extension of the RTB scheme to Registered Providers,</li> <li>•Sale of estimated 50% of voids to fund extension of RTB to RPs</li> </ul> </p>	I = 4 L = 3 12 (12)	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.	I = 3 L = 3 9 (9)	Revised HRA Business Plan for approval February 2017.	28 Feb 2017

# SCDC Strategic Risk Report



Risk Ref	Risk Title	Cause & Effect	Gross Risk Score	Risk Control	Net Risk Score	Action Required	To be implemented by
STR 25	Risk of Designation as Poorly Performing Planning Authority - Cllr Robert Turner (was STR32) <b>Head of Service:</b> Stephen Kelly <b>Risk Owner:</b> Sarah Stevens <b>Last Updated:</b> 20 Jul 2017	<b>Cause</b> (March 2017) Failure to deal with planning applications in the DCLG prescribed time limits. The Planning Inspectorate failing to support the Council's decision to refuse planning permission or allowing appeals lodged against non determination, Inadequate resources to meet demand, Inefficient processes, Failure of alignment between each planning authority, Failure to meet investment requirements in Greater Cambridge, <b>Consequence</b> resulting in No Local Plan, Inadequate performance, Increase in work for and costs to and costs awarded against the Councils. Loss of local control of decision making if designated as applicants can apply direct to PINNS.	I = 4 L = 3 12 (12)	Effective delegation Proactive approach by all teams. Reduced complaints by prompt responses. Refocus on importance of pre-application process and 'getting it right first time' Shared Service improvements Regular reports to CMT , EMT and Cabinet	I = 3 L = 1 3 (3)	Report going to Civic Affairs 22/6/17 to recommend a Review Mechanism for member Decisions at Planning Committee	31 Jul 2017
				Refocus on importance of pre-application process and 'getting it right first		31 Aug 2017	
				Proactive approach by all teams.		31 Aug 2017	
				Review and streamline processes and procedures and consistent adherence by staff to them with associated training and confidence.		31 Aug 2017	
				Reduced complaints by prompt responses.		31 Aug 2017	
				Effective and on-going performance management.		31 Aug 2017	

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Risk Ref	Risk Title	Cause & Effect	Gross Risk Score	Risk Control	Net Risk Score	Action Required	To be implemented by
STR 2	<p>Gypsy and Travellers and those not meeting new definition - Cllr Robert Turner (was STR03)</p> <p><b>Head of Service:</b> Stephen Kelly</p> <p><b>Risk Owner:</b> Sarah Stevens</p> <p><b>Last Updated:</b> 20 Jul 2017</p>	<p><b>Cause</b> (June 2007, was , Illegal Traveller encampments or developments) Changes in the planning definition of Gypsies and Travellers and resulting confusion in planning situation for those that do not meet the new definition. Is unresolved through Local Plan</p> <p><b>Consequence</b> leading to potential to result in possible increase in unauthorised sites and planning appeals with risks of costs, or possible legal challenge, resulting in stalled projects.</p>	<p>I = 3 L = 3 9 (9)</p>	<p>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 purposed 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 &amp; 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 &amp; Traveller pitches and sufficient investment in existing pitches. The Local Plan examination hearing..</p>	<p>I = 3 L = 3 9 (9)</p>	Local Plan is due for completion in 2017.	31 Aug 2017
						New applications are an on-going process.	31 Aug 2017
						Gypsy & Traveller Area Needs Assessment was updated, led by Housing Directorate, in Summer 2016. Prepare appropriate evidence to the Local Plan examination and propose necessary Modifications to ensure a sound plan.	31 Oct 2017



Risk Ref	Risk Title	Cause & Effect	Gross Risk Score	Risk Control	Net Risk Score	Action Required	To be implemented by
STR 6	<p>Demands on services from an ageing population - Cllr Mark Howell (was STR19)</p> <p><b>Head of Service:</b> Mike Hill</p> <p><b>Risk Owner:</b> Stephen Hills</p> <p><b>Last Updated:</b> 20 Jul 2017</p>	<p><b>Cause</b> (September 2011) The district's demography changes, with significant growth in the over 65 year old population,</p> <p><b>Consequence</b> 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>	I = 3 = 3 9 (9)	<p>Following "Ageing Well" workshops, Cabinet agreed an "Ageing Well" plan in July 2014 following a Joint Portfolio Holder Task &amp; Finish Group.</p> <p>SCDC Housing leading on development of sub-regional Older People's Housing Strategy and refresh of County Older People Strategy.</p> <p>SCDC Housing staff contributing to Cambridgeshire Executive Partnership Board projects including Data Sharing, 7-Day Working, Person-Centre System, and Ageing Healthily &amp; Prevention.</p> <p>Issue and impact discussed by Cabinet / EMT.</p> <p>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.</p> <p>NHS England now joined SCDC New Communities Project Board.</p>	I = 3 = 3 9 (9)	<p>Take account of demographic change in the corporate and financial planning cycle.</p> <p>Redesign services to address demands.</p>	28 Feb 2017
STR 53	<p>Partnership with Cambridgeshire County Council - Cllr Peter Topping (was STR20)</p> <p><b>Head of Service:</b> Alex Colyer</p> <p><b>Risk Owner:</b> Mike Hill</p> <p><b>Last Updated:</b> 20 Jul 2017</p>	<p><b>Cause</b> (September 2011) The failure of partnership arrangements (e.g. health &amp; wellbeing, economic development, transport, City Deal) with the County Council,</p> <p><b>Consequence</b> leading to the needs of district residents and businesses not being adequately met or reflected in County Council resource allocation decisions, together with potential reputational impact, resulting in adverse effects on the district's residents and businesses.</p>	I = 3 = 3 9 (9)	<p>Active engagement of officers and Members in partnerships, to ensure the district's residents' and businesses' needs are articulated.</p> <p>Good relationships with County on: RECAP Waste Partnership (and with National Agencies), Children &amp; Young People's Area Partnership, New Communities Project Board, Older People's Accommodation Strategy.</p>	I = 3 = 3 9 (9)	<p>Timescale to progress: Progress being monitored via Corporate Plan. Dependent on the timeframe/milestones for each partnership.</p>	31 Mar 2017

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# SCDC Strategic Risk Report



Risk Ref	Risk Title	Cause & Effect	Gross Risk Score	Risk Control	Net Risk Score	Action Required	To be implemented by
STR 14	<p>Access to Primary Care in Growth Areas - Cllr Mark Howell (was STR29)</p> <p><b>Head of Service:</b> Mike Hill</p> <p><b>Risk Owner:</b> Mike Hill</p> <p><b>Last Updated:</b> 20 Jul 2017</p>	<p><b>Cause</b> (May 2016) Failure of health partners to provide increased capacity for primary care and mental health services for new and expanding communities,</p> <p><b>Consequence</b> leading to inability of residents to access quality local health care increasing pressure on existing services, increased public health costs through higher A&amp;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>	I = 3 L = 3 9 (9)	<p>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.</p> <p>Delivery of Corporate Plan Living Well objectives around ill-health prevention.</p>	I = 3 L = 3 9 (9)		





Risk Ref	Risk Title	Cause & Effect	Gross Risk Score	Risk Control	Net Risk Score	Action Required	To be implemented by
STR 12	<p>Shared Services initiatives with other authorities - Cllr Peter Topping (was STR27)</p> <p><b>Head of Service:</b> Mike Hill</p> <p><b>Risk Owner:</b> Brian O'Sullivan</p> <p><b>Last Updated:</b> 20 Jul 2017</p>	<p><b>Cause</b> (November 2014) Shared services initiatives are not completed in a timely fashion due to</p> <ul style="list-style-type: none"> <li>•inadequate stakeholder engagement,</li> <li>•conflicting priorities,</li> <li>•unavailability of key staff, or</li> <li>•Councils not adapting how they work to new arrangements</li> </ul> <p>A further risk is that established partnership delivers worse than before in terms of:</p> <ul style="list-style-type: none"> <li>•outputs;</li> <li>•cost of service;</li> <li>•reputation (in particular among residents);</li> <li>•lack of agreed objectives.</li> </ul> <p><b>Consequence</b> 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>	I = 3 L = 3 9 (9)	<p>Clear KPIs are in place to track performance on a regular basis. These are reviewed by the Shared Services Board in accordance with the governance set up.</p> <p>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. 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.</p> <p>A dedicated risk register is overseen and monitored by the 3C Management Board and progress will be reported through Corporate Plan monitoring.</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.</p> <p>Revised recharging models in place from April 2017. This will be monitored through The 3C governance boards.</p>	I = 3 L = 2 6 (6)	<p>Timescale to progress: Work underway to align governance and financial management arrangements.</p>	31 Mar 2017



Risk Ref	Risk Title	Cause & Effect	Gross Risk Score	Risk Control	Net Risk Score	Action Required	To be implemented by
STR 1	<p>Consultation and Engagement - Cllr Nick Wright (was STR02)</p> <p><b>Head of Service:</b> Caroline Ryba (SCDC)</p> <p><b>Risk Owner:</b> Richard May</p> <p><b>Last Updated:</b> 20 Jul 2017</p>	<p><b>Cause</b> (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,</p> <p><b>Consequence</b> leading to decisions relating to service delivery being overturned and possible Commission for Human Rights and Equalities inspection, resulting in 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>I = 4 L = 2 8 (8)</p>	<p>The Policy Development Officer (PDO)'s responsibilities 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. An issues paper will be submitted to CMT in September 2017, prepared following desktop research and consultations with directorates. This paper form the basis for the development of a revised Equality Scheme. The Council has met its legal requirements to publish equality information and equality objectives on an annual basis. This information is set out within the 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), and is piloting revised templates with colleagues in housing and corporate services.</p> <p>The Policy Development Officer is leaving her post on 4 August 2017, potentially delaying the completion of specific projects. The Policy and Performance Manager will take lead responsibility for..</p>	<p>I = 4 L = 2 8 (8)</p>	<p>Due for completion in November 2017 the Policy Development Officer is leading a project to refresh the Council's Community Engagement Strategy and Toolkit to ensure the application of consistent best practice standards across the organisation. She has also prepared a briefing paper for management team discussion to inform a review of the Council's Equality Scheme and associated Equality Impact Assessment Process. We intend to adopt a new scheme in March 2018.</p> <p>Project likely to be delayed due to departure of Policy Development Officer in August 2017.</p>	<p>31 Mar 2018</p>

Risk Ref	Risk Title	Cause & Effect	Gross Risk Score	Risk Control	Net Risk Score	Action Required	To be implemented by
STR 16	<p>Delivery of Devolution by Combined Authority - Cllr Peter Topping (was STR31)</p> <p><b>Head of Service:</b> Alex Colyer</p> <p><b>Risk Owner:</b> Susan Gardner Craig</p> <p><b>Last Updated:</b> 20 Jul 2017</p>	<p><b>Cause</b> (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,</p> <p><b>Consequence</b> leading to: 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, resulting in 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>	I = 4 L = 2 8 (8)	<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"> <li>-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;</li> <li>-Advert for Combined Authority Chief Executive published;</li> <li>-Agreed a draft staffing structure;</li> <li>-A number of work streams are put together to work on objectives;</li> <li>-A Work Plan is set up which captures all the details.</li> </ul>	I = 4 L = 2 8 (8)		

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**Appendix E  
Strategic Risk Matrix  
September 2017**

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				3. Failure to meet Housing Need 13. Recruitment & Retention	10. Increase in cost of managing homelessness.
	Likely	4				5. Welfare Reform	
	Possible	3			2. Gypsy and Travellers and those not meeting new definition 6. Demands on services from an ageing population 7. Partnership working with Cambridgeshire County Council 14. Access to Primary Care in Growth Areas 12. Shared Services initiatives with other authorities	11. Business Improvement & Efficiency, Development Control Improvement, and Commercialisation Programmes 9. HRA Business Plan 25. Risk of Designation as Poorly Performing Planning Authority	4. Medium Term Financial Strategy
	Unlikely	2				1. Consultation and Engagement 16. Delivery of Devolution by Combined Authority	
	Rare	1					

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