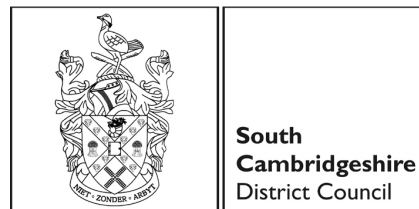


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30 October 2013

To: Chairman – Councillor Roger Hickford
Vice-Chairman – Councillor Sue Ellington
Members of the Scrutiny and Overview Committee – Councillors David Bard,
Alison Elcox, Jose Hales, Lynda Harford, Douglas de Lacey, Bridget Smith and
Bunty Waters

Quorum: 6

There is a pre-meeting session at 1.00pm for members of the Committee only, to plan their lines of enquiry.

Dear Councillor

You are invited to attend the next meeting of **SCRUTINY AND OVERVIEW COMMITTEE**, which will be held in the **SWANSLEY ROOM, GROUND FLOOR** on **THURSDAY, 7 NOVEMBER 2013** at **2.00 p.m.**

Members are respectfully reminded that when substituting on committees, subcommittees, and outside or joint bodies, Democratic Services must be advised of the substitution *in advance of* the meeting. It is not possible to accept a substitute once the meeting has started. Council Standing Order 4.3 refers.

Yours faithfully
JEAN HUNTER
Chief Executive

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AGENDA

PAGES

PROCEDURAL ITEMS

- 1. Apologies**
An apology for absence has been received from Councillor Roger Hickford.
- 2. Declarations of Interest**
- 3. Minutes of Previous Meeting**
To authorise the Chairman to sign the Minutes of the meeting held on 5 September 2013 as a correct record.

1 - 6

4. Public Questions

None received.

CONSIDERATION ITEMS

5. ICT Update

7 - 8

Councillor David Whiteman-Downes will be in attendance at the meeting to answer any questions arising from the attached briefing note.

6. Conservation Service Review

Councillor Nick Wright will be in attendance at the meeting to inform the Committee on the conclusion reached so far from the review process.

7. Enforcement & Inspection Review Update - Verbal Report

ITEM FOR PRE-DECISION SCRUTINY

8. Position Statement: Finance, Performance and Risk

9 - 62

This item will be considered by Cabinet at its meeting on 19 November 2013.

STANDING ITEMS

9. Work Programme 2013/14

63 - 80

10. Monitoring the Executive

Scrutiny monitors are invited to report to the Committee regarding Portfolio Holder meetings attended since the last meeting and specifically raise any issues challenged and the result and/or issues where the Committee could add further value. The meetings were as follows:

Planning Policy and Localism, 17 September 2013 (Cllr Bridget Smith)

Leader's, 24 September 2013 (Cllr Lynda Harford)

Environmental Services, 24 September 2013 (Cllr David Bard)

Finance and Staffing, 15 October 2013 (Cllr Roger Hickford)

Housing, 16 October 2013 (Cllr Bunty Waters)

11. To Note the Dates of Future Meetings

16 January 2014 at 6pm

11 February 2014 at 2pm

03 April 2014 at 6pm

Exclusion of Press and Public

The law allows Councils to consider a limited range of issues in private session without members of the Press and public being present. Typically, such issues relate to personal details, financial and business affairs, legal privilege and so on. In every case, the public interest in excluding the Press and Public from the meeting room must outweigh the public interest in having the information disclosed to them. The following statement will be proposed, seconded and voted upon.

"I propose that the Press and public be excluded from the meeting during the consideration of the following item number(s) in accordance with Section 100(A) (4) of the Local Government Act 1972 on the grounds that, if present, there would be disclosure to them of exempt information as defined in paragraph(s) of Part 1 of Schedule 12A of the Act."

If exempt (confidential) information has been provided as part of the agenda, the Press and public will not be able to view it. There will be an explanation on the website however as to why the information is exempt.

OUR LONG-TERM VISION

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.

The Council will be recognised as consistently innovative and a high performer with a track record of delivering value for money by focusing on the priorities, needs and aspirations of our residents, parishes and businesses.

OUR VALUES

We will demonstrate our corporate values in all our actions. These are:

- Trust
- Mutual respect
- A commitment to improving services
- Customer service

GUIDANCE NOTES FOR VISITORS TO SOUTH CAMBRIDGESHIRE HALL

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- **Do not** re-enter the building until the officer in charge or the fire brigade confirms that it is safe to do so.

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If a member of the public interrupts proceedings at a meeting, the Chairman will warn the person concerned. If they continue to interrupt, the Chairman will order their removal from the meeting room. If there is a general disturbance in any part of the meeting room open to the public, the Chairman may call for that part to be cleared. The meeting will be suspended until order has been restored.

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Agenda Item 3

SOUTH CAMBRIDGESHIRE DISTRICT COUNCIL

Minutes of a meeting of the Scrutiny and Overview Committee held on
Thursday, 5 September 2013 at 6.00 p.m.

PRESENT: Councillor Roger Hickford – Chairman
Councillor Sue Ellington – Vice-Chairman

Councillors: Alison Elcox Lynda Harford
Bridget Smith Bunty Waters
Val Barrett (substitute for
David Bard)

Councillors Simon Edwards, Mark Howell, Ray Manning, Ben Shelton and Nick Wright were in attendance, by invitation.

Youth Councillors Dale Hargrove, Callum Hatch, Isabella Marshall and Tom Mayer were also in attendance, by invitation.

Officers: Graham Aisthorpe-Watts Democratic Services Team Leader
James Fisher S106 Officer
Jean Hunter Chief Executive
Tracy Mann Development Officer
Richard May Policy and Performance Manager
Steve Rayment Head of ICT

Apologies for absence were received from Councillors David Bard, Jose Hales and Douglas de Lacey.

12. DECLARATIONS OF INTEREST

Councillor Lynda Harford declared a non-pecuniary interest in minute number 19 as she was an employee of an agent appointed by the Council in the purchasing of properties.

13. MINUTES OF PREVIOUS MEETING

The minutes of the meeting held on 4 July 2013 were **AGREED** and signed by the Chairman as a correct record.

14. PUBLIC QUESTIONS

No public questions had been received.

15. YOUTH COUNCIL UPDATE

The Scrutiny and Overview Committee considered a briefing note on South Cambridgeshire Youth Council's progress to date, including updates on its involvement with the following: -

- the Park Life event;
- the Summer Business Forum;
- next year's Youth Council elections;
- a schools survey report.

It was also noted that two Youth Councillors had spent two weeks at the Council during July as part of their work experience, which provided them with a valuable insight into the work and responsibilities of the Council within the Northstowe team and Housing team.

The Chairman congratulated the South Cambridgeshire Youth Councillors on the hard work they had undertaken during the Youth Council's first year and stated that the District Council valued their involvement and input.

Youth Councillors Dale Hargrove, Callum Hatch, Isabella Marshall and Tom Mayer were in attendance at the meeting and Members of the Committee took this opportunity to ask a range of questions, further to which the following points were noted: -

- the Youth Council considered everything that was passed to it and would be able to contribute further if more things were sent through to the Youth Council for consideration;
- Youth Councillors were provided with regular updates on the work of the District Council by Tracy Mann, Development Officer, who was a valuable link between the Youth Council and the District Council;
- the Youth Council had not had much involvement with the production of the District Council's Local Plan;
- the Youth Council had a reasonable presence on social media and was currently engaging with young people on the upcoming Youth Council elections. It was also promoting the elections through schools, with interest from young people ever expanding;
- the biggest impact the Youth Council had made over the past year was access to grant funding, which made a huge difference to communities in the District. In addition, Youth Councillors were pleased that the Youth Council had given young people a voice.

The Scrutiny and Overview Committee **NOTED** the update from the South Cambridgeshire Youth Council.

16. POSITION STATEMENT: FINANCE, PERFORMANCE AND RISK

The Scrutiny and Overview Committee considered a report which provided a statement on the Council's position with regard to its General Fund, Housing Revenue Account and capital budgets, corporate objectives, performance indicators and strategic risks. This report, together with any specific comments or recommendations from the Scrutiny and Overview Committee, was scheduled to be considered at the meeting of Cabinet on 12 September 2013.

Councillor Simon Edwards, Deputy Leader and Portfolio Holder for Finance and Staffing, presented the budgetary elements of the report, commencing with the General Fund which he said at this time of the year was a very early view of the Council's outturn. Councillor Edwards reported one area of concern which related to Non-Domestic Rates and the number of appeals that were with the Valuation Officer awaiting resolution. He reported that the Council's Executive Director, Corporate Services, had conveyed the Council's concerns to the Valuation Officer about the length of time it took to resolve these appeals.

In terms of the Medium Term Financial Strategy, the Council was already planning for a substantial reduction in the amount of government grant received. The Chancellor's spending review set out proposals for local government to bear a 10% cut in funding

from 2015-16, whilst at the same time preventing Council Tax increases above 2% without prior approval in a referendum. Councillor Edwards also reported that the government had since announced that a proportion of New Homes Bonus would be top-sliced to fund Local Enterprise Partnerships. The Council had previously agreed not to rely on the New Homes Bonus when setting future budgets due to its vulnerability and Councillor Edwards stated that this announcement vindicated the Council's policy in this respect.

The Committee requested further information on the Council's Business and Improvement Efficiency Programme, which was referred to in the report and consisted of a range of projects designed to improve efficiency and customer service as well as contribute to the savings targets set out in the Medium Term Financial Strategy. Officers were in the process of organising the annual finance workshop for Members and it was noted that the Business Improvement and Efficiency Programme would be included as part of it.

Councillor Roger Hickford, Chairman, referred to an informal meeting that he had recently held with Councillor Sue Ellington, Vice-Chairman, Councillor Lynda Harford and Richard May, Policy and Performance Manager. The meeting was used to discuss the current Corvu performance management system and the number of indicators that were monitored following problems that some Members of the Committee had experienced in using the system. Richard May reminded the Committee that the Corvu system was introduced approximately five years ago when over 200 statutory national performance indicators had to be monitored and reported, together with some additional local indicators, and had been purposely set up to manage that. Over the last three years the national performance indicators had been abolished and the authority now had far fewer performance indicators in place, following the deletion of many which did not add value to the Council's activities. 33 of these indicators had been allocated as key performance indicators and were set out in the report at Appendix C. Officers had been working on a new format for the report, as presented at this meeting, which brought together performance information against the Council's Corporate Plan actions, the Risk Register and financial headlines. Once this new reporting framework was established, they could subsequently identify a performance management system to support it.

Councillor Hickford requested a list of those indicators that had recently been removed from the performance management system and were no longer being monitored, which Richard May agreed to provide in due course.

In answer to a question regarding the cross-authority in-principle agreement to contribute funding to the A14 improvement scheme, Councillor Ray Manning, Leader of the Council, reported that nothing at this stage had been agreed in terms of the amount required by South Cambridgeshire District Council. He reiterated that it was a commitment in principle and nothing could be built into the Council's budget until any further details had been received.

Jean Hunter, Chief Executive, reported that a proposed Greater Cambridge City Deal bid had been submitted to central government. A promising response had been received but there were a number of additions that government requested be explored further. City Deal partners were in the process of negotiating on those things that could and could not be included and a final response from government on the negotiations was expected in November 2013.

The Scrutiny and Overview Committee **SUPPORTED** the recommendations to Cabinet contained within the report, scheduled to be considered at the meeting of Cabinet on 12 September 2013.

17. COMMUNITY INFRASTRUCTURE LEVY (CIL): UPDATE

Consideration was given to a report on the Council's latest position with regard to the Community Infrastructure Levy.

Councillor Nick Wright, Portfolio Holder for Planning and Economic Development, presented the report which highlighted work undertaken and next steps towards the adoption of the Community Infrastructure Levy. Included as part of the report was a Preliminary Draft Charging Schedule which had been approved by Cabinet on 27 June 2013 for consultation under the emerging Local Plan. Responses to the Schedule had been very limited to date, but it was noted that officers expected views from the development industry to be submitted ahead of the consultation closing.

Councillor Wright explained that the Council had to demonstrate it had taken into account any representations put forward on the Preliminary Draft Charging Schedule and would therefore publish all responses online when the consultation ended, together with the Council's comments. He also reminded Members that revised Community Infrastructure Levy guidance would be issued this Autumn which was likely to require the Council to consult on the draft infrastructure list, with a final draft list to be submitted as part of the examination documents.

A report outlining responses to the Preliminary Draft Charging Schedule consultation would be reported to Cabinet at its meeting on 14 November 2013, which would also be asked to recommend the following for approval: -

- the terms of the Draft Charging Schedule for consultation;
- a draft 'high level' infrastructure list for public consultation;
- a draft Community Infrastructure Levy payment instalment policy for public consultation.

James Fisher, Section 106 Officer, took Members through the rest of the report which confirmed the processes that would be followed for examination, adoption and implementation. He informed the Committee that Councillor Wright and officers would work with local Members to understand what they wanted to see delivered in their respective areas by Community Infrastructure Levy receipts over the short, medium and longer term. In discussing this part of the process, Members felt as though they should have been consulted at an earlier stage.

A question was raised as to whether any joint working had taken place with neighbouring authorities, so that there was a cross-border approach to implementing the Community Infrastructure Levy. Councillor Wright reported that South Cambridgeshire District Council had been reluctant during the recession to push ahead with the Levy in fear of halting smaller developments. As a consequence, the Council was moving at a slower pace than its neighbours. Some joint working had taken place, however, as the Council had used the same viability consultants as East Cambridgeshire District Council, Cambridge City Council and North Hertfordshire District Council. Work on the infrastructure delivery study, as required by the emerging Local Plan, also highlighted cross boundary infrastructure items necessary to deliver the Plan.

Discussion ensued on the final paragraph of the report, which stated that the Council would need to agree governance arrangements outlining how Community Infrastructure Levy monies would be allocated against identified projects. Whilst it was emphasised that these governance arrangements had yet to be agreed, Parish Councils would be

entitled to 15% of the Community Infrastructure Levy which would be increased to 25% if the Parish Council had produced a Neighbourhood Plan. Members sought clarification as to the level of support the District Council provided to Parish Councils in the production of their Neighbourhood Plans. Councillor Wright informed the Committee that Parish Councils were being encouraged to incorporate Neighbourhood Plans into the District Council's Local Plan.

The Scrutiny and Overview Committee: -

- (a) **REQUESTED** more clarity on the support provided by the District Council to Parish Councils with regard to Neighbourhood Plans.
- (b) **RECOMMENDED** that engagement with District Councillors took place at a much earlier stage with regard to the Council's Community Infrastructure Levy proposals.

18. REDUNDANT ICT EQUIPMENT

The Scrutiny and Overview Committee considered the notes of an informal scrutiny working group meeting held on 15 August 2013 which looked into how the Council dealt with its redundant ICT equipment.

Councillor Bridget Smith chaired the informal working group and took Members through four recommendations that had been agreed, having taken account of evidence gathered at the meeting.

Endorsing these recommendations, the Scrutiny and Overview Committee **RECOMMENDED** to Cabinet: -

- (a) The production of a documented policy on the disposal of ICT equipment, removing any ambiguity around the Council's processes and setting out its responsibilities with regard to the appropriate disposal of ICT equipment and the protection of data and information.
- (b) The provision of dedicated on-site storage for obsolete ICT equipment, ensuring that the ICT workshop is cleared and can be used by ICT staff.
- (c) That it considers offering laptops previously used and no longer required by District Councillors to Parish Councils or to a community use endorsed by a Parish Council or a District Councillor, free of charge.
- (d) That it considers offering monitors surplus to requirements as a result of the rollout of Thin Client to Parish Councils or to a community use endorsed by a Parish Council or a District Councillor, free of charge.

19. SHARED EQUITY SCHEMES: UPDATE

The Scrutiny and Overview Committee considered a briefing note on the Equity Share Scheme, specifically with regard to the equity share properties that had leases dated after January 2006.

Councillor Mark Howell, Portfolio Holder for Housing, presented the briefing note and emphasised that any delays in a person selling their property or seeking to leave an Equity Share Scheme did not occur because of anything the Council was responsible for. Councillor Howell added that it would not be in the Council's business interests to

delay any part of this process.

A suggestion was put forward for the Council to buy back an Equity Share Scheme and then rent the property back to the same occupier. Councillor Howell was of the opinion that, from a business perspective, there was little or no benefit to the Council in doing this.

The Scrutiny and Overview Committee **NOTED** the briefing note.

20. WORK PROGRAMME 2013/14

The Scrutiny and Overview Committee considered a report which set out its work programme for 2013/14.

It was agreed that an update on waste and recycling be added to the work programme for the Committee's meeting in January 2014.

Graham Aisthorpe-Watts, Democratic Services Team Leader, reported that he had identified a generic scrutiny and overview training session for Members of the Scrutiny and Overview Committee and the Partnerships Review Committee, together with individual training sessions for both Committees focussing on their specific areas of work. These sessions would be delivered and facilitated by the Centre for Public Scrutiny later in the year.

The Scrutiny and Overview Committee **APPROVED** its work programme for 2013-14, subject to the addition of an item on waste and recycling at its meeting in January 2014.

21. MONITORING THE EXECUTIVE

No updates were reported.

22. DATES OF FUTURE MEETINGS

Future meeting dates and times were **AGREED** as follows: -

- 7 November 2013 at 2.00 p.m.
- 16 January 2014 at 6.00 p.m.
- 11 February 2014 at 2.00 p.m.
- 3 April 2014 at 6.00 p.m.

The Meeting ended at 8.10 p.m.

Agenda Item 5

To: Scrutiny and Overview Committee, 7 November 2013

BRIEFING NOTE - ICT DISPOSALS

The meeting of the Scrutiny Task and Finish Group consisting of Councillors Janet Lockwood, Bridget Smith and Bunty Waters was held on 15 August 2013. Consideration was given by the Group to a number of options with regard to old and redundant ICT equipment and several suggestions were accordingly made.

A number of these have already been implemented or are in process.

(1) **Production of a documented policy on the disposal of ICT equipment.**

This is being developed in conjunction with our recent audit report on asset management and with guidance from the Council's accountancy service. It is intended for the 'new' policy to be embedded within a revised disposals procedure which is part of the project to implement a new IT Service Management platform (Service Desk) currently scheduled for January / February 2014.

(2) **Provision of dedicated on-site storage for obsolete ICT equipment, ensuring that the ICT workshop is cleared and can be used by ICT staff**

The ICT workshop has now been cleared. We currently have no other identified storage space, the focus is to better manage the existing environment by ensuring better use of the racking available and a more effective disposals routine leading to less accumulation of old and obsolete equipment.

(3) **Consider offering laptops previously used and no longer required by Members to Parish Councils or to a community use endorsed by the Parish Council or a District Councillor, free of charge**

This will normally only happen post elections on an annual basis. Any laptops that become available will be offered as above via communication with Members.

(4) **Consider offering monitors, surplus to requirements as a result of the rollout of Thin Client, to Parish Councils or to a community use endorsed by the Parish Council or a District Councillor, free of charge**

We now have a significant number (50+) of 17" flat screen monitors available – as with the laptops above, the availability of these can be made known via communication with Members. The logistics around this process will need to ensure that any offer is taken up within a reasonable timeframe to ensure that item 2 (above) is not compromised. Any equipment left after an agreed timeframe will be disposed of via our accredited supplier system.

Reminder:

Equipment is only replaced according to business need and there is no timetabled or defined PC replacement programme.

The Council is bound by a number of considerations and government requirements in terms of its responsibility for data and personal information. For that reason, our disposals process for network attached equipment (PC's, Servers etc) uses only accredited secure services.

David Whiteman-Downes
Corporate and Customer Services Portfolio Holder
30 October 2013

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Agenda Item 8

SOUTH CAMBRIDGESHIRE DISTRICT COUNCIL

REPORT TO: Scrutiny and Overview Committee
Leader and Cabinet

7 November 2013
19 November 2013

AUTHOR/S: Executive Director (Corporate Services)

POSITION STATEMENT ON FINANCE, PERFORMANCE AND RISK

Purpose

1. To provide Scrutiny and Overview Committee and Cabinet with a statement on the Council's position with regard to its General Fund, HRA and Capital budgets, corporate objectives, performance indicators and strategic risks. Integrated reporting in this way gives EMT/Cabinet the opportunity to examine any areas of concern and decide on the appropriate action. The report also sets out the latest contextual information about the district, which is being used, alongside current performance, to shape future priority-setting and resource allocation as part of the concurrent Corporate Plan and Medium Term Financial Strategy (MTFS) reviews.
2. Information relating to finance and performance is for Cabinet's receipt and information. The Strategic Risk Register is presented for approval by the Corporate and Customer Services Portfolio Holder. Specific comments or recommendations raised by the Scrutiny and Overview Committee will be reported to Cabinet.
3. There are no key decisions directly from the report, although there may be specific feedback in respect of finance, performance and risk issues which will be built into future service and resource planning and may be subject to future key decisions.

Recommendations

4. *Scrutiny and Overview Committee* is invited to consider and note the report and to report specific concerns, queries and recommendations to Cabinet, having particular regard to current and archived performance indicators monitored by the Council, as set out in paragraphs 12-13 of the report and **Appendix B attached**.
5. *Cabinet* is invited to consider, comment on and note the Council's provisional outturn position together with the performance and risk matters set out in the report and **appendices A-F attached**.

The Corporate and Customer Services Portfolio Holder is recommended to approve the Strategic Risk Register and Matrix set out and **Appendices D-E attached**.

Reasons for Recommendations

6. These recommendations are required to enable Members to maintain a sound understanding of organisational performance which forms part of the evidence base for the concurrent annual review of priorities and will allow, where appropriate, the redirection of resources to address underperformance and reflect emerging priorities.
7. The Strategic Risk Register and Matrix forms the record of corporate risks the Council currently faces in the delivery of services and the achievement of strategic aims, together with control measures to address / sources of assurance over the risks.

Background

8. This report provides updates in respect of:
 - the Financial Position at 31 August 2013;
 - the Corporate Plan 2013-18, agreed by Council in February 2013;
 - key Performance Indicators, and
 - the Strategic Risk Register.
9. The Corporate and Customer Services Portfolio Holder, as the designated lead executive Member for risk management, has responsibility for management of the strategic risks facing the Council and reviews the Strategic Risk Register quarterly. Corporate Governance Committee monitors the portfolio holder's review and approval of the Strategic Risk Register on an annual basis.

Summary Position

Performance

10. The Council is progressing key Actions within its Corporate Plan 2013-18. Detailed commentary on progress with each of the actions, bringing together relevant finance, performance and risk information, is set out in **Appendix A attached**. The appendix presents updates in terms of achievements to date and work still to do, reflecting that the plan period runs from 2013-18, with many of its key objectives being implemented to deliver benefits over a medium to long term time frame. As such, several of the actions comprise major programmes and projects which are works in progress. Some key achievements to date are set out below (Council Action reference in brackets).
 - Council's 2012-2013 accounts received an unqualified External Audit opinion (A2)
 - Launch of shared Internal Audit service with Peterborough City Council (A3)
 - Launch of Business Improvement and Efficiency Programme (paragraph 20 below and Action A4)
 - Preparation of, and subsequent consultation on, draft South Cambridgeshire Local Plan (A7)
 - Purchase of nine market homes to use as temporary accommodation (A6, B8)
 - Launched Apprenticeship programme to help young people onto the first rung of the career ladder (B3)
 - Topping out ceremony at Linton to mark the completion of the first new Council houses as part of the biggest building programme since the 1950s (B9)
 - Carried out a successful Best Kept Garden competition for council tenants and leaseholders (C7)
 - Annual Park Life event attracted a record 5,000 visitors to Milton County Park (C7)
11. The Council monitors a suite of key performance indicators to assist in maintaining a strategic overview of organisational health. Performance information against the full suite of key indicators is set out in **Appendix B attached**. During 2013-14 to date, SCDC has performed strongly in the following areas:
 - Rent collection (98%)
 - Contact Centre first time call resolution (86%)
 - Determining planning applications (within target for determining major, minor and other applications)
 - Days to re-let General Needs housing (16)

- Helped 67 households avoid homelessness and reduced number of households in temporary accommodation (52 in Q1 reduced to 48 in Q2)
12. In response to a previous request, the Chairman and Vice-Chairman of the Scrutiny and Overview Committee have been provided with details of performance indicators which the council no longer measures. This information has since been circulated to all members of the committee, with a request that Members consider whether there are indicators which should be reinstated in order to provide a comprehensive picture of current performance. Members' feedback on these indicators will be welcomed at the meeting.
 13. Contact Centre staff continue to achieve a high first-time resolution rate in response to customers' enquiries – 86% in September 2013 against a target of 80%. Average call waiting time remained above three minutes in the monitoring period to 6 September 2013, largely attributable to scheduled staff leave, vacancies and the complexity of certain enquiries, particularly those responding to Council Tax reminder letters. The Contact Centre has put together a new rota and coaching programme to ensure adequate resourcing levels and reduce average waiting times.
 14. Performance on payment of undisputed invoices within 30 days remains below target; a presentation at the Corporate Brief for managers in September, re-emphasised the need to ensure timely processing of such invoices, and to ensure appropriate cover arrangements were in place to ensure business continuity for periods of planned and unplanned staff absence. It is hoped that the strong communication of this message will lead to improved performance, which will be kept under close review and reported to a future Corporate Brief.
 15. Numbers in temporary accommodation have increased due to an increase in homeless applications and greater difficulty preventing homelessness through the private rented sector. However, this quarter's figures are slightly lower than last quarter (48 compared to 52). In addition through increasing more appropriate forms of temporary accommodation, for example, through the Empty Homes Scheme, we have been able to reduce expenditure on bed and breakfast accommodation - during the last financial year this was approximately £8,000 per month, so far this financial year the average monthly expenditure has reduced to around £3,500 per month.
 16. Staff turnover rates have been well below industry averages in recent years, the national economic difficulties are likely to have been a contributory factor in this. Cumulative staff turnover of voluntary leavers at 30 September was 6.49%, and it is likely that the year-end target of 7% will be exceeded. A number of voluntary leavers are employees who have reached normal retirement or are able to access their pension early under pension scheme rules. Forthcoming changes to the pension scheme (LGPS) in 2014 have resulted in eligible staff considering their retirement options. Analysis of feedback from leavers' forms and exit interviews suggests that staff are also leaving to take up positions in the private sector as more private sector jobs are created.
 17. The impacts of the job evaluation exercise on staff turnover have also been taken into account and were reported to the Finance and Staffing Portfolio Holder, including a package of support measures tailored to the needs of the individuals affected. The impact of higher turnover on service area capacity has been considered by Executive Management Team as a corporate risk, with appropriate measures identified to mitigate impacts on service delivery.
 18. *Major non-compliance with statutory regulations* - Between July-September 2013, 16 Major non-compliances were identified, of which five have been resolved. Three cases remain active from the previous quarter and one open for more than three

months (the company in charge of a raceway in Caxton when a teenager died during an out-of-hours go-karting accident in 2009 has since been successfully prosecuted for health and safety breaches). It is anticipated that the target of 90% will be reached and that at end of year no case will be open that is more than three months old.

Business Improvement and Efficiency Programme

19. All projects within the programme are underway; savings proposals arising from it will be built into the revised Medium Term Financial Strategy. Members of the Scrutiny and Overview Committee are encouraged to view headline information about the structure, governance and timetable of the programme, which is displayed at prominent locations in South Cambridgeshire Hall, and will be available to view at the meeting.

Finance

20. This position statement is reporting on the variance between the working budgets and the projected Outturn at the end of August 2013. A summary of the provisional outturns and for comparison purposes the corresponding July 2013 projections is set out below, with an analysis provided at **Appendix C attached**.

	August's Projected Outturn		July's Projected Outturn		Movement
	Compared to Working Estimate		Compared to Working Estimate		Appendix C
	Overspend + / Underspend ()				
	£	%	£	%	£
General Fund	375,000	2.34	404,000	2.52	(29,000)
Housing Revenue Account (HRA)	(164,700)	(0.61)	(152,900)	(0.56)	(11,800)
Capital	(91,300)	(0.61)	(1,200)	(0.01)	(90,100)

21. As in previous reports, there is a predicted overspend on refunds on bills issued to Non-Domestic Ratepayers as agreed by the Valuation Officer relating to previous years of £450,000. However, if no further refunds were to be made then, based on the current information, an under spend of approximately £321,000 would result. So as can be seen this item is very volatile and is dependent on how quickly the Valuation Officer resolves the outstanding appeals and the outcome of these appeals;
22. The repurchase of HRA shared ownership properties so far this year has been less than estimated, therefore it is anticipated that there will be an underspend of £90,000.

Risk management

23. 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 or timescales to progress are highlighted in the draft Strategic Risk Register, attached as **Appendix D**. The draft Strategic Risk Matrix, attached as **Appendix E**, shows risk impact and likelihood scores in tabular form. Particular risks to note are:
- (a) **STR26, Business Improvement & Efficiency Programme:** The Business Improvement & Efficiency Programme (BIEP) has its own associated risk register; it is considered that these are the only risks on it which also need to be included in the Strategic Risk Register.

- (b) **STR24, HRA Business Plan:** The Affordable Housing Director has amended the Likelihood score of this risk from 3 (Possible) to 2 (Unlikely) in line with the Affordable Housing risk register reviewed by EMT last month; this takes the risk below the tolerance line.

24. In reviewing the Strategic Risk Register and Matrix, the Corporate & Customer Services Portfolio Holder 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 of risks, in terms of either their impact or likelihood.

Other key projects

25. The Council monitors key corporate and service projects through a central database available through its intranet (In-site). The majority of key projects are concerned with the implementation of Council Actions (principally the Business Improvement and Efficiency Programme) and are therefore summarised in Appendix A. The following are major projects which are not separate Council Actions in themselves but which nevertheless contribute towards achieving corporate and service objectives:
- **Equality Framework for Local Government (EFLG):** The Equality and Diversity Steering Group has reviewed the council's equalities work against the national EFLG benchmark. The group has identified many new and updated examples of good practice since our recognition as an 'Achieving' authority for our equalities work in 2010, with development areas around sharing information about our communities and using this to shape service delivery.
 - **Development Control improvement programme:** Further preparatory work has been undertaken to identify two tranches of key projects to be carried out between 2013-2015. The programme will be overseen by the Planning and New Communities Leadership Team and Planning and Economic Development Portfolio Holder.
 - **Information governance:** The project is making good progress, with Data Handling and Records Management policies recently agreed by EMT along with e-learning modules on Information Governance to be rolled out to staff; a bespoke module will be developed for Members.
 - **Community Right to Bid:** Five additional local amenities have been designated as assets of community value in September 2013 including village pubs in Swavesey and Hildersham. Listing provides a moratorium on the sale of up to six months in the events of the assets coming to be sold, giving local communities greater opportunity to consider bidding for ownership of the asset.

Reviewing the Corporate Plan and Medium Term Financial Strategy

26. Current performance has informed updates to the Corporate Plan and Medium Term Financial Strategy (MTFS), being presented to Cabinet in November 2013 for approval as consultation drafts.
27. Local intelligence, regularly updated, about the demography, economy and environment of the district, is available to view using this [link to the Council's website](#).
28. These pages will be updated to include the recently published Health Profile for the district (also **attached** as **Appendix F** to this report). Prepared by Public Health England. The profile confirms that the health of our residents is generally better than the England average, but life expectancy 4.3 years lower for men in the most deprived areas of the district than the least deprived, and rates of road injuries and deaths and malignant melanoma significantly worse than the national average.

29. The report was submitted to the Partnerships Review Committee as part of its recent consideration of Health and Well-being issues. The data takes the average picture of health across South Cambridgeshire and there will be variations between wards and within wards. It only measures certain health outcomes and does not look at the issues which may be important to our local residents such as access to health services, health and social care outcomes. Work continues to identify and address these issues in accordance with Council Action C3 and the work of the Local Health Partnership (see Appendix A for further details).
30. The latest statistics published by the Land Registry for England and Wales show the average house price in South Cambridgeshire was £291,990 (April to June 2013) based on 495 sales and representing an annual increase of 2.3%. The average price is over 9 times the average gross annual full-time salary of £31,938 (Office of National Statistics Annual Survey of Hours & Earnings 2012), confirming the lack of affordability for many residents on average incomes and providing further evidence in support of the Council's objectives to increase the supply of affordable homes and explore new and innovative ways to meet housing need in the market and social sectors.

Implications

Financial, Legal and Staffing

31. The Council needs to ensure that it spends within its budgets, because of the impact on the level of balances and the implication for the Medium Term Financial Strategy. Some control measures may have financial, legal or staffing implications; if so, these will be considered separately.

Risk Management

32. Risk management is undertaken regularly in order to minimise the possibility of the Council being adversely affected should either an unforeseen risk arise or an assessed risk not be properly planned for.

Equality and Diversity

33. The report is primarily for information and as such as no direct equality impacts; however, equalities is included as a risk area on the Strategic Risk register

Climate Change

34. There are no specific climate change implications arising from this report and recommendations; however, Climate Change adaptation is included as a risk area on the Strategic Risk Register.

Consultations

35. 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. The Council's Consultation Panel and Youth Council will be consulted on the key areas they feel the Council should be focussing on in terms of planning and delivering services and measuring effective performance; feedback from these exercises will inform the ongoing review of the Corporate Plan and performance management framework.
36. The comments of the cost centre managers and directors were requested on the August financial position and projected out-turn. Council Action and Performance Indicator updates have been prepared in liaison with lead officers in each directorate.

37. Risk owners and members of Executive Management Team (EMT) have been consulted regarding the draft Strategic Risk Register and Matrix and their responses have been reflected and incorporated where appropriate.
38. The report was considered by EMT at its meeting on 23 October 2013.

Effect on Strategic Aims

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

Conclusions/Summary

40. The forecast outturn on the General Fund is a net overspend of £375,000, which amounts to 2.34% of the Net District Council Expenditure for the financial year ending 2013/14. The HRA predicted underspend of £164,700 equates to 0.61% of gross expenditure. Capital has a predicted underspend of £91,300, which is 0.61% of gross expenditure.
41. The Council is making good progress in implementing its Corporate Plan and is achieving strong performance in the majority of performance indicators. Taken alongside what is known about the district and the context in which the council is operating, this provides a strong base to inform the concurrent refresh of the Corporate Plan and MTFs.
42. The Council's Strategic Risks continue to be proactively managed through control measures to reduce their likelihood and mitigate their impact.

Background Papers: the following background papers were used in the preparation of this report: Original Estimates 2013/14

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CORPORATE PLAN 2013-2018 – HALF-YEAR REPORT ON IMPLEMENTING COUNCIL ACTIONS (SCRUTINY AND OVERVIEW / CABINET, 7 / 19 NOV 2013)

COUNCIL AIM AND ASSOCIATED ACTIONS (Lead Portfolio Holder / Management Team Lead)	HOW ARE WE DOING?	WHAT'S STILL LEFT TO DO THIS YEAR?
AIM A – We will listen to and engage with residents, parishes and businesses to ensure we deliver first class services and value for money		
<p>A1. Continue to invest in employees and members by carrying out actions in the Organisational and Member Development strategies</p> <p>(Simon Edwards and David Whiteman-Downes / Susan Gardner Craig and Fiona McMillan)</p>	<p>The East of England Local Government Association carried out the Council's 18 month review of the Councillor Development Charter on 17 June 2013 and confirmed that the Council has maintained the standards of the Charter.</p> <p>The Member Development Programme for 2013/14 continues to be rolled out, with numerous training and development courses/sessions having already been held this municipal year. Sessions that have taken place include statutory training for committees such as Employment, Licensing and Planning, together with some more generic sessions for chairing skills and public speaking. A code of conduct session was held in October, which Members and Officers from Huntingdonshire District Council also attended. Induction sessions have been held for the three Members elected in May 2013, together with the new Member for Sawston elected in July 2013.</p> <p>The Council continues to deliver a number of key</p>	<p>Specific training for Members of the Scrutiny and Overview Committee and Partnerships Review Committee, facilitated by the Centre for Public Scrutiny, will be held later in the year.</p> <p>Workshops have proved to be a very popular and effective means of engaging with Members. In view of this, workshops on the Corporate Plan, the Housing Company and Welfare Reform are being held in October/November.</p> <p>The current Member Development Strategy expires in 2014, so the Democratic Services team will be working with the Portfolio Holder later this year to review the document and recommend changes where necessary.</p> <p>EMT will be asked to agree a programme of</p>

CORPORATE PLAN 2013-2018 – HALF-YEAR REPORT ON IMPLEMENTING COUNCIL ACTIONS (SCRUTINY AND OVERVIEW / CABINET, 7 / 19 NOV 2013)

COUNCIL AIM AND ASSOCIATED ACTIONS (Lead Portfolio Holder / Management Team Lead)	HOW ARE WE DOING?	WHAT'S STILL LEFT TO DO THIS YEAR?
	<p>initiatives within its Organisational Development Strategy. We have introduced a Leadership forum for senior managers and begun a review of our Personal Development Review scheme for all staff.</p> <p>The second cohort on the Leadership Development Programme have commenced learning projects, forming teams to take forward corporate improvement projects linked to the Business Improvement and Efficiency Programme (see A4 below). Initial presentations to management team have taken place, with final recommendations to follow in February 2014.</p> <p>We launched a new Buying Additional Annual leave policy and Flexible Retirement policy earlier this year and several staff have made use of these new arrangements. Remote and homeworking policies are currently under review.</p>	<p>employee surveys. These will focus on key aspects of employee engagement and satisfaction. A revised Performance Development Review (PDR) scheme will be implemented from 1 April 2014.</p> <p>The final modules of the Leadership Development programme will be delivered by 31 March 2014.</p> <p>We will deliver programme of workshops on letter and report writing aimed at improving the standard of customer communication.</p>
A2. Maintain financial resilience whilst channelling our resources to create opportunities for investment, sustainable borrowing and economic growth (Simon Edwards / Alex Colyer)	The Council has introduced an integrated performance monitoring report bringing together headline information around budgets, performance indicators, key projects and strategic risks, enabling issues to be identified and addressed in a co-ordinated manner. Variance against capital, revenue and Housing Revenue Accounts budgets was below 3% at 31 August 2013.	<p>A draft Medium Term Financial Strategy for 2014-2019 will be presented to Cabinet for approval in November 2013 as the basis for the development of detailed financial estimates for 2014-15. Following consultation and review, a final draft will be submitted to councillors for approval in February 2014.</p> <p>Work is continuing to explore how the council's new housing company, South Cambs Limited, can best</p>

CORPORATE PLAN 2013-2018 – HALF-YEAR REPORT ON IMPLEMENTING COUNCIL ACTIONS (SCRUTINY AND OVERVIEW / CABINET, 7 / 19 NOV 2013)

COUNCIL AIM AND ASSOCIATED ACTIONS (Lead Portfolio Holder / Management Team Lead)	HOW ARE WE DOING?	WHAT'S STILL LEFT TO DO THIS YEAR?
	<p>There is a predicted overspend on refunds on bills issued to Non-Domestic Ratepayers as agreed by the Valuation Officer relating to previous years of £450,000. However, if no further refunds were to be made then, based on the current information, an under spend of approximately £321,000 would result. So as can be seen this item is very volatile and is dependent on how quickly the Valuation Officer resolves the outstanding appeals and the outcome of these appeals.</p> <p>The repurchase of HRA shared ownership properties so far this year has been less than estimated, therefore it is anticipated that there will be an underspend of £90,000.</p> <p>SCDC's external auditors have reported back on the results of their audit of our 2012/13 accounts. Their report found no issues to report and concluded that an unqualified audit opinion would be issued, representing a strong endorsement of the quality and robustness of our financial procedures and personnel.</p>	<p>deliver the range of new homes needed, whilst generating a financial return on investment. A scoping paper will be produced for Cabinet in November 2013, which will determine the scope of the company's work and objectives.</p>
A3. Ensure best use of Council assets and benefit from opportunities to achieve efficiencies from working together (Simon Edwards / Alex Colyer)	<p>Work is continuing to explore the possibility of shared operational waste facilities (see A8 below).</p> <p>The Council's shared Internal audit service with Peterborough City Council launched on 1 July 2013.</p>	<p>Work towards a shared Payroll service with Cambridge City Council is progressing well and anticipated to go live on 1 April 2014.</p>

CORPORATE PLAN 2013-2018 – HALF-YEAR REPORT ON IMPLEMENTING COUNCIL ACTIONS (SCRUTINY AND OVERVIEW / CABINET, 7 / 19 NOV 2013)

COUNCIL AIM AND ASSOCIATED ACTIONS (Lead Portfolio Holder / Management Team Lead)	HOW ARE WE DOING?	WHAT'S STILL LEFT TO DO THIS YEAR?
	Cabinet has agreed in principle a proposal to create a publicly owned Joint Venture (MAC Public Property Partnership), in which South Cambridgeshire District Council would be a key partner, to manage public sector assets across Cambridgeshire.	In agreeing the principle, Cabinet authorised further work to develop this proposal.
A4 Carry out projects from the business efficiency programme (BIEP), working with services to reduce costs and deliver better ways of working (David Whiteman-Downes / Alex Colyer)	Projects are well underway and subject to a rolling programme of weekly reviews by management team to ensure adequate progress towards objectives. Following the departure of the Programme Manager (Paul Knight), the Council has appointed an internal replacement (Phil Bird) to ensure continuity.	We will ensure that projects deliver their objectives within timescale, identifying the savings required by the Medium Term Financial Strategy (MTFS) as well as as tangible customer service improvements. Risks around conflicting operational priorities and lack of stakeholder engagement have been included in the Strategic Risk register (STR26), along with control measures to mitigate their likelihood and impact – see Appendix F for details. BIEP delivery is also cited as a specific risk to the achievement of a balanced financial strategy (STR08)
A5 Further improve how we engage with residents, keeping them informed about the Council and its services and using their feedback to shape future service delivery (David	We're continuing to use our residents' magazine to seek feedback and signpost to further information, including the draft Local Plan (see Action A7 for full details – over 1500 responses received), and are running competitions which have generated over 250	We are reviewing engagement across the organisation as part of a corporate project to seek 'Excellent' accreditation against the government's equality standard for local government, which assesses the extent to which we know and understand the needs of our diverse communities

CORPORATE PLAN 2013-2018 – HALF-YEAR REPORT ON IMPLEMENTING COUNCIL ACTIONS (SCRUTINY AND OVERVIEW / CABINET, 7 / 19 NOV 2013)

COUNCIL AIM AND ASSOCIATED ACTIONS (Lead Portfolio Holder / Management Team Lead)	HOW ARE WE DOING?	WHAT'S STILL LEFT TO DO THIS YEAR?
Whiteman-Downes / Alex Colyer)	<p>entries.</p> <p>Social media engagement (followers) has increased by 20%, and we have joined the county council to launch the Shape Your Place website, through which local people can report and discuss issues of concern to them. The website has generated positive outcomes, for example the resolution of an issue of overhanging branches on a cycle path between Girton and Oakington.</p> <p>The Autumn 2013 of South Cambs magazine contained our annual Readers' Survey to assess satisfaction with the current magazine and how it can be further improved.</p>	<p>and their satisfaction with our performance, and how this information shapes service delivery.</p> <p>Dates for upcoming community fora and other consultation events relating to major developments will be announced in the next residents' magazine</p> <p>We are currently consulting on a draft Corporate Enforcement and Inspection Policy (see B4 below)</p> <p>Responses will be analysed to inform an action plan which identifies further improvements to the magazine. Early indications suggest the magazine continues to be valued by residents.</p>
A6. Increase the supply of temporary accommodation, prioritising council-owned properties whilst not restricting options in other sectors. (Mark Howell / Stephen Hills)	<p>The project to redevelop the Robson Court hostel site is progressing well. Following the grant of planning permission, work is anticipated to start on site in Autumn 2013, with an 18-month build-out programme. The current hostel provided shared accommodation for 16 households. The new development will provide 30 units of self-contained temporary accommodation, replacing both the 16 units at Robson Court, 4 units at the Bungalow (to enable Sanctuary Housing to manage the temporary accommodation on one site) and a further 10 additional units to help alleviate the need to use Bed and Breakfast. We are still on target with decant properties secured within Waterbeach to enable the</p>	<p>The Council has consulted on a revised Homelessness Strategy, one of the key objectives of which is to increase the amount of good quality temporary accommodation. The new strategy was approved by the Housing Portfolio Holder on 16 October 2013.</p> <p>Numbers in temporary accommodation have increased due to an increase in homeless applications and greater difficulty preventing homelessness through the private rented sector. However, this quarter's figures are slightly lower than last quarter (52 compared to 48). In addition through increasing more appropriate forms</p>

CORPORATE PLAN 2013-2018 – HALF-YEAR REPORT ON IMPLEMENTING COUNCIL ACTIONS (SCRUTINY AND OVERVIEW / CABINET, 7 / 19 NOV 2013)

COUNCIL AIM AND ASSOCIATED ACTIONS (Lead Portfolio Holder / Management Team Lead)	HOW ARE WE DOING?	WHAT'S STILL LEFT TO DO THIS YEAR?
	<p>site to be cleared.</p> <p>The Council is continuing to be proactive in identifying suitable properties for purchase and use as temporary accommodation, buying nine properties between April-September 2013.</p>	<p>of temporary accommodation, for example, through the Empty Homes Scheme, we have been able to reduce expenditure on bed and breakfast accommodation - during the last financial year this was approximately £8,000 per month, so far this financial year the average monthly expenditure has reduced to around £3,500 per month.</p>
<p>A7. Ensure the South Cambridgeshire Local Plan and Community Infrastructure framework are based on effective engagement (Pippa Corney / Jo Mills)</p>	<p>The Council has agreed a draft Local Plan, put together following options consultations which involved 30 public exhibitions and generated over 30,000 comments.</p> <p>During the Options consultations the majority of people told us they wanted our plan to focus development in new towns or villages rather than spreading housing across most existing villages, protect the green belt around Cambridge by planning new housing on brownfield land first, ensure the right services were delivered for new homes and take into account the transport implications of new development. Whilst the new plan will not be able to meet everyone's needs, we are confident it will largely achieve these key objectives.</p> <p>Consultation on the draft Plan ran from 19 July – 14 October. This included 17 more public exhibitions at</p>	<p>Comments from the recent consultation will all be published together on the Council's website. All views will then be considered at a Council meeting in the spring, before a decision is made on the plan to be submitted to government for independent examination.</p>

CORPORATE PLAN 2013-2018 – HALF-YEAR REPORT ON IMPLEMENTING COUNCIL ACTIONS (SCRUTINY AND OVERVIEW / CABINET, 7 / 19 NOV 2013)

COUNCIL AIM AND ASSOCIATED ACTIONS (Lead Portfolio Holder / Management Team Lead)	HOW ARE WE DOING?	WHAT'S STILL LEFT TO DO THIS YEAR?
	<p>venues across the district, attended by over 1,400 residents, and a feature article in the residents' magazine, including a feedback form for residents to give their views; this has attracted over 1,500 responses.</p> <p>Alongside the local plan, we also consulted on a draft Community Infrastructure Levy, a charge on some types of new development including houses to fund requirements including new or improved schools, health facilities, public transport routes and roads. We sought views from developers, parish councils and residents on what the right level of charge should be, and which development should be charged to ensure new development under the Local Plan leads to successful and sustainable new communities.</p>	<p>Feedback from this consultation will inform the preparation of a revised draft Schedule, which will be subject to further consultation alongside engagement with local communities on specific local facilities which should be funded through the levy. A report summarising responses and recommending next steps will be aligned with the Local Plan timetable, and presented to Cabinet in Spring 2014.</p>
<p>A8 Work with RECAP waste partners to reduce council tax costs, carbon impacts and waste sent to landfill (Mick Martin / Mike Hill)</p>	<p>The county-wide RECAP waste partnership has agreed to develop a full business case for implementation of a "whole systems approach" to waste collection. Ultimately the business case will need to demonstrate that there are significant benefits which can only be achieved by working together. The strategy is initially for each individual authority to make those changes, improvements and savings it is able to deliver on its own in preparation for future partnership working. SCDC has included a</p>	<p>The results of options appraisal will inform the production of an interim options report.</p> <p>We have begun the procurement of a joint Materials Recycling Facility contract for the processing and sale of "blue bin" recyclable materials, together with separate procurement of a joint contract for the sale of paper, to replace the current SCDC contracts when they expire in October 2015.</p> <p>Discussions are on-going with Cambridge City on possible sharing of waste depot facilities and the</p>

CORPORATE PLAN 2013-2018 – HALF-YEAR REPORT ON IMPLEMENTING COUNCIL ACTIONS (SCRUTINY AND OVERVIEW / CABINET, 7 / 19 NOV 2013)

COUNCIL AIM AND ASSOCIATED ACTIONS (Lead Portfolio Holder / Management Team Lead)	HOW ARE WE DOING?	WHAT'S STILL LEFT TO DO THIS YEAR?
	<p>project within its Business Improvement and Efficiency Programme (see A4 above), whose primary objective is to identify options for an Optimum Service Design for political consideration that would reduce gross waste collection costs by £10 per household and so deliver savings of £600k per annum.</p> <p>Work on the project is progressing according to timescale. Two full time fixed term (4 months) support officers have been recruited to join the team in late October to assist with data gathering and Route Optimisation Modelling. We have also carried out desk-based analysis to identify indicative potential savings and areas for further investigation ahead of Optimisation Modelling progressing.</p> <p>The Council has taken part in an initial project to jointly purchase 19 refuse vehicles across RECAP partners.</p>	<p>preparation of a Memorandum of Understanding and Service Level Agreement for cross-border working with Cambridge City at major growth sites including Cambridge North-West and Trumpington Meadows.</p>
A9 . Ensure benefits reform is implemented as smoothly and as effectively as possible (Simon Edwards / Alex Colyer)	We have reallocated staffing resources to deal with the higher volume of customer enquiries arising from the implementation of the Localised Council Tax Support scheme in April 2013 and have closely monitored the financial impact of the new scheme, to explore whether it will require review to remain viable	We will continue to monitor the impact of the government's welfare reform programme with respect to Council Tax support, Universal Credit, fraud and over-accommodation on customers, the Local Support for Council Tax Scheme and the Council Tax Base. We will adapt our service to meet

CORPORATE PLAN 2013-2018 – HALF-YEAR REPORT ON IMPLEMENTING COUNCIL ACTIONS (SCRUTINY AND OVERVIEW / CABINET, 7 / 19 NOV 2013)

COUNCIL AIM AND ASSOCIATED ACTIONS (Lead Portfolio Holder / Management Team Lead)	HOW ARE WE DOING?	WHAT'S STILL LEFT TO DO THIS YEAR?
	<p>in future years. This monitoring has identified that the scheme is financially sound and has been easily understood by residents, consequently Council, at its September meeting, agreed to retain it for 2014-2015.</p> <p>Cumulative Council Tax and NNDR collection remained marginally below target at 30 September; however, performance is anticipated to meet target by year-end in both cases. Rent collection performance remains exceptional, achieving 97.9% during September 2013, against a target of 97.0%.</p>	<p>increased demand and plan for the possibility of the requirement to amend the LCTSS for 2015/16.</p>
<p>A10. Effectively influence the new Police and Crime Commissioner's Plans via improved engagement with our local communities and better sharing of intelligence with police and partners (Mick Martin / Mike Hill)</p>	<p>South Cambridgeshire remains one of the safest and most peaceful places in the UK in which to live, work, study and enjoy a great quality of life. To help maintain this, SCDC continues to work closely with key partners, including:</p> <p>SCDC, County Council children & young people's locality teams, Police and housing associations are now routinely working together to join up delivery and reduce duplication on individual and shared cases. Improved joint-working with police and partners is being supported by the introduction of a new IT system (E-CINS) which allows inter-agency case management of anti-social behaviour incidents. There are currently 15 cases being managed via the new system, which went live in September 2013.</p>	<p>Further training for partners, such as housing associations, on using E-CINS will take place in the coming months. All partners must sign the Crime and Disorder and E-CINS Information Sharing Agreements.</p> <p>In response to resident feedback which identified confusion and frustration caused by lack of clarity about who to contact about what, we will produce joint publicity with Neighbourhood Policing Teams clarifying the categories of incidents/problems that should be reported to the Police or to the District Council.</p>

CORPORATE PLAN 2013-2018 – HALF-YEAR REPORT ON IMPLEMENTING COUNCIL ACTIONS (SCRUTINY AND OVERVIEW / CABINET, 7 / 19 NOV 2013)

COUNCIL AIM AND ASSOCIATED ACTIONS (Lead Portfolio Holder / Management Team Lead)	HOW ARE WE DOING?	WHAT'S STILL LEFT TO DO THIS YEAR?
	<p>In July 2013, the Environmental Services Portfolio Holder agreed that the Council submit an application to the Chief Constable to become the first District to join the Cambridgeshire Police Community Safety Accreditation Scheme. This will enable some enforcement staff to use a small number of police powers to help us tackle anti-social behaviour issues.</p> <p>The South Cambridgeshire Crime & Disorder Reduction Partnership took part in a positive “Star Chamber” discussion with the Police & Crime Commissioner to help shape the Commissioner’s plans for next year.</p>	
<p>We will work with partners to create opportunities for employment, enterprise, education and world-leading innovation</p>		
<p>B1. Work with partners to improve digital infrastructure (Nick Wright / Alex Colyer)</p>	<p>Connecting Cambridgeshire - a multi-million pound partnership investment project to provide superfast broadband - is underway. BT has been tasked with planning the broadband roll-out to make the best use of public money so that it reaches every Cambridgeshire community by 2015. The re-design of the network will involve upgrading over 100 telephone exchanges and installing many more new cabinets.</p> <p>Due to the generally poor network in the district,</p>	<p>Successful completion of the project will ensure that communities and businesses across Cambridgeshire will benefit from some of the best fibre broadband coverage in the county by the end of 2015. Over 98% of homes and businesses across the county can expect to have access to fibre-based broadband by the end of the contract, with 90% of homes and businesses having access to speeds of 24 MBPS and higher.</p> <p>Almost £2m has been secured as part of the</p>

CORPORATE PLAN 2013-2018 – HALF-YEAR REPORT ON IMPLEMENTING COUNCIL ACTIONS (SCRUTINY AND OVERVIEW / CABINET, 7 / 19 NOV 2013)

COUNCIL AIM AND ASSOCIATED ACTIONS (Lead Portfolio Holder / Management Team Lead)	HOW ARE WE DOING?	WHAT'S STILL LEFT TO DO THIS YEAR?
	<p>more work is needed to plan the roll-out in South Cambridgeshire, but it is expected we will see a substantial number of villages reached with fibre broadband during 2014. A new 'My Area' checker is now available on the Connecting Cambridgeshire website www.connectingcambridgeshire.co.uk to show how areas and parishes fit in to the roll-out plan as it progresses. It will be regularly updated.</p>	<p>Connecting Cambridgeshire project to support businesses. This will offer a package of support to hundreds of small and medium sized businesses improving their connectivity and use of digital technologies to increase productivity and create new jobs. Eligible companies will be able to access match funded grants and one-off payments for eligible companies to upgrade their connections to high speed broadband and invest in digital technologies. An article will be included in the next residents' magazine explaining how to register an interest.</p>
<p>B2. Support the local economy through developing a Register of Businesses and Business Support schemes (Nick Wright / Jo Mills)</p>	<p>The new Business Register is expanding prior to its formal launch in November 2013. The Register will be used to communicate with particular sectors, e.g. the Environmental Health & Licensing Team with food establishments, promote business support activities and seek feedback.</p> <p>Working with business support specialists Exemplas, we have set up a further series of free practical workshops, taking place in October 2013, to address specific issues raised by local firms.</p>	<p>The Cambridge Plus website will be updated, enabling it to be maintained and updated more easily and used, alongside the Business Register, as a means of communication with businesses.</p> <p>A series of 'business friendly' actions are being developed including Key Account Management, improved arrangements for dealing with business enquiries, and business support focussed on the needs of village businesses such as pubs. Progress will be reported to the Portfolio Holder in December 2013.</p>
<p>B3. Establish a Council 'Back to work' project, and promote</p>	<p>A Pathway to Employment strategy was approved by Cabinet in April 2013. Two apprentices have been</p>	<p>A review of the Strategy's progress is scheduled for</p>

CORPORATE PLAN 2013-2018 – HALF-YEAR REPORT ON IMPLEMENTING COUNCIL ACTIONS (SCRUTINY AND OVERVIEW / CABINET, 7 / 19 NOV 2013)

COUNCIL AIM AND ASSOCIATED ACTIONS (Lead Portfolio Holder / Management Team Lead)	HOW ARE WE DOING?	WHAT'S STILL LEFT TO DO THIS YEAR?
apprenticeships to equip all our young people for productive life (Mark Howell / Stephen Hills)	<p>appointed within housing, and a further apprentice recruited to start in November in the Revenues section.</p> <p>We have also carried out a successful work experience programme with a local school during July and hosted university student placements in Legal & Democratic Services and Conservation.</p>	March 2014.
B4. Continue an effective approach to enforcement to target residents' problems whilst effectively supporting local business success (Mick Martin / Mike Hill)	<p>The Tasking & Coordination Group continues to meet fortnightly to join up enforcement action across the organisation and focus on complex/cross-team cases.</p> <p>Workshops have taken place with Councillors, Officers, and Parish Councils to develop a new corporate Enforcement & Inspection Policy. The draft policy was approved for consultation by Cabinet in September 2013.</p>	<p>The consultation will explain how the policy is aiming to make the process clearer and easier to understand as more than eight enforcement policies have been in place and the new one brings these together into one.</p> <p>It will be supported by an article in the next residents' magazine promoting how we are trying to work with businesses to prevent problems in the first place, solve issues as they arise, and where required take fair and consistent action.</p>
B5. Work with the LEP and other partners to facilitate local innovation and entrepreneurship (Nick Wright / Jo Mills)	<p>The Greater Cambridge City Deal bid, put together by the district, city and county councils, Cambridge University and the Local Enterprise Partnership (LEP) will, if successful, will facilitate investment and economic growth. Presentations were made to government ministers during the summer, and formal feedback on the bid is awaited.</p> <p>The LEP has recently set up a senior officer forum that will provide new opportunities for partnership</p>	<p>Feedback on the City Deal bid is due in November. Involvement with the LEP continues. Engagement with member groups such as the Chamber of Commerce is being reviewed, with a refreshed approach due to be outlined early 2014.</p>

CORPORATE PLAN 2013-2018 – HALF-YEAR REPORT ON IMPLEMENTING COUNCIL ACTIONS (SCRUTINY AND OVERVIEW / CABINET, 7 / 19 NOV 2013)

COUNCIL AIM AND ASSOCIATED ACTIONS (Lead Portfolio Holder / Management Team Lead)	HOW ARE WE DOING?	WHAT'S STILL LEFT TO DO THIS YEAR?
	approaches on business support and inward investment, and also help the district benefit from LEP-led initiatives.	
B6. Work with partners to deliver an effective, collaborative approach to strategic planning, transport and drainage (Pippa Corney / Jo Mills)	<p>The Council's Draft Local Plan was developed in close collaboration with neighbouring authorities through the work of a district-city-county council spatial planning councillor group. The group coordinates spatial planning (including land use) and an integrated transport strategy for Cambridge City and South Cambridgeshire, and provides high level oversight of current Cambridgeshire growth strategy. The Group made recommendations to both councils in respect of their draft Local Plans, prior to their agreement for consultation.</p> <p>At the same time as agreeing the Draft Local Plan, Cabinet agreed a Memorandum of Cooperation, put forward by the county-wide Joint Strategic Planning and Transport Group setting out objectively assessed housing needs for the area.</p> <p>The Council worked with authorities and LEPs to agree in principle a contribution towards the funding of the A14 upgrade, following the Government announcement in June 2013 that the scheme would start as early as 2016.</p> <p>Cabinet on 4 October agreed the SCDC response to the government's consultation on proposals for the</p>	<p>The Council continues to work very closely with Cambridge City and Cambridgeshire County Councils to consider the responses to the consultations that ended in October, and have co-ordinated timetables so that the Local Plans will be submitted for public examination at the same time. Discussions will take place with the Planning Inspectorate to arrange a joined up approach towards the consideration of shared matters.</p> <p>Following analysis of consultation responses, the</p>

CORPORATE PLAN 2013-2018 – HALF-YEAR REPORT ON IMPLEMENTING COUNCIL ACTIONS (SCRUTINY AND OVERVIEW / CABINET, 7 / 19 NOV 2013)

COUNCIL AIM AND ASSOCIATED ACTIONS (Lead Portfolio Holder / Management Team Lead)	HOW ARE WE DOING?	WHAT'S STILL LEFT TO DO THIS YEAR?
	upgrade, reiterating the important of improvements for the delivery of the growth agenda, the economy, village amenity and to improve journey times and road safety for the travelling public.	Highways Agency intend to make a Preferred Route announcement in late 2013, followed by further public consultation, in which the Council will participate.
B7. Ensure the effective delivery of Northstowe and other new communities (Tim Wotherspoon / Jo Mills)	<p>Northstowe – We are close to concluding negotiations on the section 106 legal agreement which will lead to the Planning Consent for the Northstowe Phase 1 development being issued. This will enable work to commence on the essential infrastructure works, land regrading, drainage, construction of roads and the provision of services. Those works will create serviced plots that will enable work to commence on the construction of houses and the first primary school. We have also prepared a strategic design code which was subject to a successful testing day on 7 October which identified a number of constructive potential changes.</p> <p>Progress highlights on other major development sites are include:</p> <p>Orchard Park – The development is over three quarters complete. Work on the Local Centre commenced in September 2013 and is due to be completed by March 2014.</p> <p>NE Cambridge – Joint comments for City and SCDC</p>	<p>Cambridge East – Continue pre-application discussions towards the receipt of an outline planning application for the site north of Newmarket Road.</p> <p>NW Cambridge (University) – Resolve design issues with the applicant, finalise Planning Performance Agreement to accelerate development and complete a shared service agreement in respect of household waste collection from the site.</p> <p>Orchard Park – We are working with the Community Council to broaden local participation and address concerns over youth anti-social behaviour, and are working with developers to bring forward undeveloped land, including the possibility of a self-build site.</p> <p>NE Cambridge – The planning application for the new station will be submitted to Planning Committee. We are forming a joint project team to look at development principles for the wider North East Cambridge area which could inform planning policy.</p> <p>Darwin Green 1 – Sign off the Section 106 legal</p>

CORPORATE PLAN 2013-2018 – HALF-YEAR REPORT ON IMPLEMENTING COUNCIL ACTIONS (SCRUTINY AND OVERVIEW / CABINET, 7 / 19 NOV 2013)

COUNCIL AIM AND ASSOCIATED ACTIONS (Lead Portfolio Holder / Management Team Lead)	HOW ARE WE DOING?	WHAT'S STILL LEFT TO DO THIS YEAR?
	<p>have been sent to the County Council in relation to its planning application for Cambridge Science Park Station.</p> <p>Trumpington Meadows – Barratts has secured the remainder of the residential sites, including the Local Centre. Preliminary discussions about its programme are taking place but it is anticipated that they will want to start pre-application discussions relating to reserved matters for infrastructure and two initial parcels. In addition, Grosvenor has retained the country park. The Community Access Agreement for Trumpington Primary School has been completed.</p>	<p>agreement and issue outline planning permission.</p> <p>Darwin Green 2 – Continue to work with the promoters towards the submission of an outline planning application by May 2014.</p> <p>Trumpington Meadows – Complete community access agreement with Haslingfield Parish Council regarding use of the new Primary School, which was opened in September 2013. Take forward phase 2 of the site development, following confirmation of the preferred bidder for the site.</p>
B8. Deliver a range of homes that are affordable and where people want to live in areas that will support economic growth (Mark Howell / Stephen Hills)	22 affordable homes in Meldreth and 29 in Impington have been completed up to October 2013.	The scheme to bring forward new affordable units at the Windmill Estate, Fulbourn, is due for completion in December 2014. 230 new affordable homes on rural exception sites are due for completion in 2013/14.
B9. Build the first of the new Council houses in the New Build Strategy 2012-15 (Mark Howell / Stephen Hills)	Contractors are on site and the scheme is progressing well. The topping out ceremony took place on 8 October 2013.	Full completion with tenants moved in is scheduled for December 2013.
B10. Set up a new way of delivering equity share, market sale and private rented properties (Mark Howell /	South Cambs Ltd was established in January 2013.	A scoping paper will be produced for Cabinet in November 2013, which will determine the scope of the company's work and objectives.

CORPORATE PLAN 2013-2018 – HALF-YEAR REPORT ON IMPLEMENTING COUNCIL ACTIONS (SCRUTINY AND OVERVIEW / CABINET, 7 / 19 NOV 2013)

COUNCIL AIM AND ASSOCIATED ACTIONS (Lead Portfolio Holder / Management Team Lead)	HOW ARE WE DOING?	WHAT'S STILL LEFT TO DO THIS YEAR?
Stephen Hills)		
We will make sure that South Cambridgeshire continues to offer an outstanding quality of life for our residents		
C1. Develop solutions to deliver co-ordinated community transport (Nick Wright / Mike Hill)	The Cambridgeshire Future Transport project has reviewed rural bus services and proposed new services, which are expected to start around Easter next year. In the meantime, community transport schemes grant-aided by SCDC are continuing to be supported. We have refreshed the data mapping for our community transport evidence base to ensure that our focus remains in the areas of greatest need.	As a result of the project, communities have opted for a bus service that will operate a fixed route schedule to manage peak demand, then become “demand responsive” allowing people to book the journeys they want to make. The bus can take them anywhere within a defined “Roam Zone”, or to join with connecting services if their destination is farther afield. To complement this service, Cambourne is to benefit from enhanced facilities to create a transport interchange on the High Street. We will continue to work with the County Council, other partners and residents to implement these changes.
C2 Work with older people and the voluntary sector to roll out the new ‘Community Navigators’ and ‘Safer Homes’ schemes as part of the Ageing Well Strategy (Mick Martin / Mike Hill)	23 professional community navigators and 11 individual community navigators are now in place across South Cambridgeshire. The professional volunteers are from Cambridgeshire Constabulary and Bluebird Care based in Hardwick. Work to explore possible future funding and procurement options and delivery models to enable this highly successful Handyperson (Safer Homes) Service to continue across the county is ongoing.	Provisional agreement has been reached to develop integrated Ageing Well, Health & Wellbeing and Children and Young People’s strategies, working with Cllr Corney as part of a Task & Finish Group. Options for future funding and procurement of a countywide Safer Homes work will continue to be progressed.

CORPORATE PLAN 2013-2018 – HALF-YEAR REPORT ON IMPLEMENTING COUNCIL ACTIONS (SCRUTINY AND OVERVIEW / CABINET, 7 / 19 NOV 2013)

COUNCIL AIM AND ASSOCIATED ACTIONS (Lead Portfolio Holder / Management Team Lead)	HOW ARE WE DOING?	WHAT'S STILL LEFT TO DO THIS YEAR?
	SCDC is playing a key role in the process.	
C3. Work with GPs and Local Health Partnership to improve the health of new communities, access to mental health services and support for emerging vulnerable groups (Mick Martin / Mike Hill)	<p>Relationships continue to be built between planners and health colleagues. We are exploring options for a possible joint post with County Public Health team to include a focus on this area.</p> <p>Emerging Vulnerable Groups: Attempts are being made to secure District involvement in the CCG Older People's Programme Board and its work to let a £850m contract for older people's services with a view to creating a "whole system approach" to older people's health & wellbeing and joining-up with Housing services. Initial meetings have also been held to discuss the response to Ormiston work with the Gypsy and Traveller community and intelligence on housing-related matters.</p> <p>The South Cambridgeshire Local Health Partnership has begun projects looking at better support for our Council tenants with mental health issues, exploring the links between housing and health (namely discharge planning with Addenbrookes), Procurement for new Cambridgeshire Community Services contract, pulling together an ageing well programme to support older people remain independent and stay in their own homes.</p>	SCDC is beginning a Portfolio Holder Task & Finish Group to develop an SCDC Health & Wellbeing Plan.

CORPORATE PLAN 2013-2018 – HALF-YEAR REPORT ON IMPLEMENTING COUNCIL ACTIONS (SCRUTINY AND OVERVIEW / CABINET, 7 / 19 NOV 2013)

COUNCIL AIM AND ASSOCIATED ACTIONS (Lead Portfolio Holder / Management Team Lead)	HOW ARE WE DOING?	WHAT'S STILL LEFT TO DO THIS YEAR?
C4. Address the accommodation needs of Gypsies and Travellers (Mark Howell / Stephen Hills)	<p>The Council's draft Local Plan proposes provision will be made for at least 85 permanent Gypsy and Traveller pitches between 2011 and 2031, and at least 4 plots for Travelling Showpeople between 2011 and 2016. Provision for the 85 pitches has now been identified and Homes and Communities Agency (HCA) money secured to invest in current provision to ensure that this can be sustained for the future.</p> <p>Council in September 2013 gave approval for the purchase of the site at Fen Road, Milton, and the acquisition and refurbishment of the county-owned sites at New Farm, Whaddon and Blackwell, Milton.</p>	<p>We are developing a detailed business case demonstrating financial viability to be agreed by the Section 151 (Chief Finance) Officer in consultation with the Finance and Staffing Portfolio Holder.</p>
C5. Work with local communities and businesses to develop and deliver actions on green issues that make a difference (Nick Wright / Mike Hill)	<p>The Council has appointed Climate Energy as its Green Deal provider partner, which will enable the Action on Energy project to proceed. Action on Energy is a long-term retrofit support programme. It will help our residents to have better and more comfortable homes, more manageable fuel bills and smaller carbon footprints.</p> <p>The project also seeks to maximise use of local companies to supply and install measures and provide opportunities for developing skills and training in this sector.</p> <p>The Council commissioned a report on pubs and farms, following a series of Green Business</p>	<p>SCDC will work closely with Climate Energy to ensure the community and environmental benefits of the scheme can be realised locally.</p> <p>The county-wide Action on Energy launch is planned for 13 November 2013, with subsequent events in each of the districts across Cambridgeshire. We will be working with Sustainable Parish Energy Partnership (SPEP) groups to plan this, as well as promoting Action On Energy at village energy days.</p> <p>Climate Energy's Project Plan will seek to deliver 600 measures in 400 homes in its first year, lifting 60 households out of fuel poverty.</p>

CORPORATE PLAN 2013-2018 – HALF-YEAR REPORT ON IMPLEMENTING COUNCIL ACTIONS (SCRUTINY AND OVERVIEW / CABINET, 7 / 19 NOV 2013)

COUNCIL AIM AND ASSOCIATED ACTIONS (Lead Portfolio Holder / Management Team Lead)	HOW ARE WE DOING?	WHAT'S STILL LEFT TO DO THIS YEAR?
	<p>Breakfasts held during 2012/13. The report has been completed, and in July 2013, the PFH endorsed further work to develop approaches to support the rural economy of villages.</p>	<p>There are currently only 10 Green Deal accredited installers in Cambridgeshire so a particular focus of the project over the coming 6 months will be on the recruitment and up-skilling of local installers to help them achieve Green Deal accreditation and setting up a new Cambridgeshire Apprenticeship scheme.</p> <p>We will also be launching the Collective Switching scheme in the district, which aims to save residents money on their energy bills by signing up with energy suppliers who then use their collective buying power to negotiate with energy providers for cheaper tariffs. It has been run in many other parts of the country with good results, saving on average £100-£200/year on energy bills for consumers.</p>
<p>C6. With the new Youth Council, develop an integrated plan to improve health, success and opportunities for young people (Pippa Corney / Mike Hill)</p>	<p>The Children and Young People's Plan Development Project Initiation Document has been prepared for EMT consideration. Outline agreement has been obtained from the Portfolio Holder (PFH) for Task & Finish Group to take the plan forward, possibly jointly with Cllr Martin as PFH with responsibility for development of SCDC Health & Wellbeing and Ageing Well strategies.</p> <p>The Youth Council itself has been active in a number of areas:</p>	<p>Nominations are now open for places on our 2014/15 Youth Council, and we're advertising for young people aged 13 to 17 and living in South Cambridgeshire with a real interest in having a say on the things the Council does to get involved.</p> <p>In the New Year, the Youth Council will be launching a Young People's Grant that aims to award financial aid to projects that support young people.</p>

CORPORATE PLAN 2013-2018 – HALF-YEAR REPORT ON IMPLEMENTING COUNCIL ACTIONS (SCRUTINY AND OVERVIEW / CABINET, 7 / 19 NOV 2013)

COUNCIL AIM AND ASSOCIATED ACTIONS (Lead Portfolio Holder / Management Team Lead)	HOW ARE WE DOING?	WHAT'S STILL LEFT TO DO THIS YEAR?
	<p>In June our youth councillors attended the voluntary group Cambridge Conversations' event to help launch its 'Ten Sofas Ten Minutes' initiative. The idea was to put one or two sofas up at various events in and around South Cambridgeshire and invite young people across the district to stop, sit and talk for ten minutes about what they'd like to see in their local areas, and what their concerns might be.</p> <p>In July, youth councillors attended the UNITE Summer Business Forum at Elms BMW in Cambourne where they chatted to businesses about employment opportunities for young people and asked what skills employers look for. They also had the chance to talk to the speakers from B SkyB, BT, the Chamber of Commerce, BMW and also the founder of the Big Issue, John Bird.</p> <p>Youth Council representatives hosted the entertainment stage at our annual Park Life event.</p> <p>BBC Three's Free Speech – a current affairs show for young people – is touring the UK and on 9 October, aired live from Cambridge. Youth councillors joined the audience and took part in the live debate, using it as a platform to express their opinions on some of the big political and social issues we face today.</p> <p>The show centred on whether zero hours contracts</p>	

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COUNCIL AIM AND ASSOCIATED ACTIONS (Lead Portfolio Holder / Management Team Lead)	HOW ARE WE DOING?	WHAT'S STILL LEFT TO DO THIS YEAR?
	<p>are fair. Many young people are on the contracts, which expect them to be available for work but only pay for the hours they are needed. Our youth councillors said it was interesting to learn that some young people are not given enough hours to cover living costs whilst others praised the flexibility of this way of working.</p>	
<p>C7. Celebrate rural life through the Community Pride, Village Heroes and best-kept garden awards (Ray Manning and Mark Howell / Mike Hill and Stephen Hills)</p>	<p>The Best Kept Garden competition was held during Summer 2013 for SCDC tenants and leaseholders, with the Awards Ceremony held on 4 October.</p> <p>The Park Life event attracted record crowds of almost 5,000 people to Milton Country Park, with staff from teams across the council coming together to make the event a success. Over 450 people had a go at water sports alone, including canoeing, kayaking and paddleboarding, whilst almost 100 checked out the woodland activities in the Wild Place and many more tried their hand at archery, trampolining, golf, fencing and cycling.</p>	<p>An article in the next residents' magazine will seek nominations for the annual Community Pride and Village Hero Awards, which recognise the contributions local people make to their communities. As well as Village Hero and Young Village Hero, there will be three categories for the Community Pride Award, recognising individuals' contribution to local services, the environment and the health and wellbeing of their local community. The award ceremony will take place March 2014.</p>
<p>C8. Continue support for community orchards, allotments, hedgerows, tree-planting and other conservation and enhancement schemes, including the Chalk Rivers project</p>	<p>Progress has been made on several enhancement projects:</p> <p>Chalk Rivers: Developed restoration of Hoffer Brook; management of improved areas on Rivers Mel and Shep involving Harston Scouts.</p>	<p>We are launching an initiative to plant mini-meadows on underused amenity grass across the district. The idea is to transform Council-owned areas of mown grass to colourful, interesting and long flowering displays of native and more exotic non-native species of wildflower that become a haven for wildlife.</p>

CORPORATE PLAN 2013-2018 – HALF-YEAR REPORT ON IMPLEMENTING COUNCIL ACTIONS (SCRUTINY AND OVERVIEW / CABINET, 7 / 19 NOV 2013)

COUNCIL AIM AND ASSOCIATED ACTIONS (Lead Portfolio Holder / Management Team Lead)	HOW ARE WE DOING?	WHAT'S STILL LEFT TO DO THIS YEAR?
(Nick Wright / Jo Mills)	<p>Wildlife Enhancement Scheme: Supported Emmaus pond, Well House, Haslingfield.</p> <p>Support for other local projects: including Stockbridge Meadows, pond advice and wild flower planting</p> <p>Enhancement through planning: including reinstating of Repton landscape at EDF Milton</p> <p>Community Orchards: we are proposing a community orchard as part of a new planning development in Waterbeach.</p> <p>Conservation projects have been awarded funding from the Community Chest Grants Scheme at Histon and Impington (trees for community orchard - £1,000) and Little Eversden (tree planting - £242)</p>	<p>Four areas in the district have already been identified and residents/landowners will be invited to go through their own parish councils to find out if they can nominate plots of land. The seeds for the first four areas will be planted this autumn and they will flower in spring 2014.</p>
C9 Establish projects to consider the options for upgrading and improving Council homes (Mark Howell / Stephen Hills)	<p>The Council is due to undertake a community consultation exercise for the potential major redevelopment of the site at Wilford Furlong, Willingham. Initial design options are currently being prepared. The findings will be reported in October 2014.</p>	<p>Resident consultation will be undertaken during Spring 2014.</p>
C10 Jointly lead the 'Together for Families' partnership project to improve the lives of families with the most complex needs	<p>Data is now regularly shared by SCDC to identify families that meet the government and local criteria.</p> <p>Crime and Disorder Reduction Partnership (CDRP) locality meetings now include discussion of Together</p>	<p>SCDC will continue to work with partners to identify families that meet the government and local criteria. We will also be training staff as lead professionals to provide resilience to the Together for Families</p>

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COUNCIL AIM AND ASSOCIATED ACTIONS (Lead Portfolio Holder / Management Team Lead)	HOW ARE WE DOING?	WHAT'S STILL LEFT TO DO THIS YEAR?
(Mick Martin / Mike Hill)	<p>for Families cases as well as Anti-Social Behaviour (ASB) cases to ensure a joined up approach and avoid duplication.</p> <p>The expanded Family Intervention Project is now in place and accepting new cases.</p>	<p>project.</p> <p>The future work on rolling out the new IT system, E-CINS, will help us to deliver a joined-up programme of support to families on the scheme (see A10).</p>

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STRATEGIC PERFORMANCE INDICATORS BY PORTFOLIO

Portfolio	PI reference	PI description	Latest Performance	Target	Direction of Travel	Date	Lead Officer	Comments
Finance and Staffing	BV010	% of NNDR collected	61.5	62.9	→	30 Sept	Phil Bird	Year-end target remains realistic
	BV009	% of Council Tax collected	59.7	59.8	→	30 Sept	Phil Bird	Year-end target remains realistic
	BV066a	% of rent collected	98.0	97.0	→	30 Sept	Phil Bird	
	NI181	Average days to process Benefit Claims	11	13	→	30 Sept	Dawn Graham	
	SF772	General Fund Variance £	375,000	-	→	31 August	Graham Smith	
	SF707	General Fund Variance %	2.34	3.0	→	31 August	Graham Smith	
	SF774	HRA Variance £	(164,700)	-	→	31 August	Graham Smith	
	SF748	HRA Variance %	(0.61)	3.0	→	31 August	Graham Smith	
	SF773	Capital Variance £	(91,300)	-	→	31 August	Graham Smith	
	SF749	Capital Variance %	(0.61)	3.0	→	31 August	Graham Smith	
	SF752	% Undisputed invoices paid in 10 days	73.3	80.0	↓	30 Sept	Sally Smart	See paragraph 15 of covering report
	BV008	% Undisputed invoices paid in 30 days	95.8	98.5	→	30 Sept	Sally Smart	See paragraph 15 of covering

								report
	BV012	Staff Sickness Days per employee	2.9	3.44	→	31 August	Susan Gardner Craig	
	SX005	Staff Turnover (cumulative)	6.49%	4%	↓	30 September	Susan Gardner Craig	See paragraphs 17-18 of covering report
Housing	BV213	Number of households helped to prevent homelessness	67	62	↑	30 Sept	Susan Carter	See paragraph 16 of report and Council Action A6
	NI155	Number of affordable homes delivered	51	93	↑	30 Sept	Schuyler Newstead	See Council Action B8 (Appendix A)
	NI156	Households in temporary accommodation	48	42	↑	30 Sept	Susan Carter	See paragraph 16 of report and Council Action A6
	SH302	% Tenant satisfaction with responsive repairs	97.3	95	↑	30 Sept	Anita Goddard	
	BV212a	Average days to relet General Needs housing	16	20	→	30 Sept	Anita Goddard	
Corporate and Customer Services	SX129	% customer satisfaction with Contact Centre service	100	100	→	30 Sept	Dawn Graham	Respondent rate remains too low to enable a meaningful

								picture to be established (figure based on four responses)
	SX130	% first time resolutions	86	80	→	30 Sept	Dawn Graham	
Environmental Services	NI182	% Business satisfaction with regulation service	86	90	→	30 June	Myles Bebbington	
	SE267	% satisfaction with waste services	89	88	→	30 June	Paul Quigley	Represents improvement on 2011 figure of 88% Figure to provide benchmark for future survey.
	SE270	% satisfaction with local environmental quality	84	-	→	30 June	Paul Quigley	Dog fouling main issue affecting quality. Officers reviewing respondent postcodes to identify problem areas for focussed action Figure to provide benchmark for future survey.

	SE268	% of licensed premises adjudged to be compliant with the Licensing Act	99	90	→	30 Sept	Myles Bebbington	
	SE269	% of major non-compliances resolved	72	90	↑	30 Sept	Myles Bebbington	See paragraph 19
	SE201	Missed bins per 100,000	45.4	50	→	30 Sept	Stuart Harwood-Clark	
	NI192	% of household waste for reuse, recycling and composting	58.71	60.0	→	30 Sept	Paul Quigley	Performance is within expected levels and comparable with RECAP partners
Planning and Economic Development	NI157a	% Major planning applications determined in 13 weeks	100	60	↑	30 Sept	Nigel Blazeby	
	NI157b	% Minor planning applications determined in 8 weeks	67	65	→	30 Sept	Nigel Blazeby	
	NI157c	% 'Other' planning applications determined in 8 weeks	81	80	→	30 Sept	Nigel Blazeby	
	NI157d	% 'Major major'	50	60	→	30 Sept	Nigel	Two

		planning applications determined in 16 weeks					Blazeby	applications fell within this category
	SP944	% satisfaction with Planning and New Communities	68	70	↓	31 August	Nigel Blazeby	Slight reduction from 71% in July

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APPENDIX C

Previously Reported (Under)/ Over Spend Compared to Working Estimate £		Original Estimate 2013/14 £	Working Estimate 2013/14 £	Actual Income & Expenditure £	Period (Under)/ Over Spend Compared to Working Estimate £	Projected (Under)/ Over Spend Compared to Working Estimate £	Movement from Previous Month's Position £
	General Fund						
	Portfolio						
(40,500)	Leader	656,400	656,400	249,802	(31,300)	(45,100)	(4,600)
0	Finance & Staffing	2,414,210	2,394,250	5,385,748	0	0	0
(172,600)	Corporate & Customer Services	1,629,020	1,696,820	3,132,437	(114,200)	(234,900)	(62,300)
(79,700)	Environmental Services	5,730,580	5,842,970	2,094,181	(114,600)	(91,600)	(11,900)
(7,600)	Housing (General Fund)	1,324,040	1,324,040	676,765	(6,300)	(3,800)	3,800
0	Northstowe	54,700	54,700	92,119	0	0	0
(13,900)	Planning & Economic Development	2,494,760	2,501,530	209,232	(28,700)	(14,700)	(800)
(63,000)	Planning Policy & Localism	1,803,720	1,801,060	635,782	(45,600)	(44,000)	19,000
	Un-Allocated						0
433,300	Other	704,880	630,340	83,061	5,100	429,200	(4,100)
348,000	Savings	(500,000)	(500,000)	0	187,600	379,900	31,900
404,000	Total	16,312,310	16,402,110	12,559,127	(148,000)	375,000	(29,000)
0	Interest on Balances	(425,000)	(425,000)	(238,391)	0	0	0
0	Interest transferred to Housing Revenue Account	68,000	68,000	0	0	0	0
404,000	Net District Council General Fund Expenditure	15,955,310	16,045,110	12,320,736	(148,000)	375,000	(29,000)

Previously Reported (Under)/ Over Spend Compared to Working Estimate £		Original Estimate 2013/14 £	Working Estimate 2013/14 £	Actual Income & Expenditure £	Period (Under)/ Over Spend Compared to Working Estimate £	Projected (Under)/ Over Spend Compared to Working Estimate £	Movement from Previous Month's Position £
<u>Housing Revenue Account</u>							
0	Housing Repairs - Revenue	3,307,800	3,307,800	903,065	0	0	0
0	Sheltered Housing	(61,430)	(61,430)	314,094	(22,600)	0	0
0	Repairs Administration	19,600	10,600	17,598	14,200	0	0
0	General Administration	613,660	602,620	36,611	(63,200)	(70,000)	(70,000)
0	Other Alarm Systems	(143,100)	(143,100)	(85,978)	1,000	0	0
0	Outdoor Maintenance	26,060	26,060	60,254	0	0	0
0	Tenant Participation	144,400	144,400	18,490	(17,000)	(20,000)	(20,000)
100,000	Other (including Payment to Government & Capital Charges)	19,853,790	19,870,450	(39,441)	(73,200)	100,000	0
(200,000)	Income	(26,850,000)	(26,850,000)	(6,750,855)	(50,000)	(120,000)	80,000
(52,900)	Recharged Departmental & Overhead Accounts	3,263,700	3,267,080	0	(26,200)	(54,700)	(1,800)
(152,900)	Housing Revenue Account Total	174,480	174,480	(5,526,162)	(237,000)	(164,700)	(11,800)
<u>Capital</u>							
<u>Capital Expenditure</u>							
<u>HRA Capital</u>							
0	New Build	2,000,000	2,000,000	94,161	0	0	0
0	Repurchase of HRA Shared Ownership Homes	1,410,000	1,410,000	661,564	0	(90,000)	(90,000)
0	Housing Repairs - Capital	7,724,180	7,724,180	2,010,316	0	0	0
0	Other	374,820	374,820	14,337	(10,000)	0	0
<u>GF Capital</u>							
0	ICT Development	366,200	417,100	158,662	0	0	0
0	Waste Collection & Street Cleansing	331,000	379,000	58,298	0	0	0
0	Repurchase of GF Sheltered Properties	1,100,000	1,100,000	633,630	0	0	0
0	Improvement Grants	770,000	781,130	208,326	0	0	0
0	Other	783,600	832,760	271,700	0	0	0
(1,200)	Recharged Departmental & Overhead Accounts	45,160	45,160	0	(600)	(1,300)	(100)
(1,200)	Capital Expenditure Total	14,904,960	15,064,150	4,110,994	(10,600)	(91,300)	(90,100)
<u>Capital Receipts</u>							
0	Right to Buy Sales	(1,624,480)	(1,624,480)	(1,216,240)	(539,400)	(900,000)	(900,000)
0	HRA Equity Share & Other Sales	(200,000)	(200,000)	0	0	100,000	100,000
0	GF Equity Share & Other Sales	(1,641,260)	(1,641,260)	(564,210)	0	0	0
0	Other Capital Receipts	0	0	0	0	314,400	314,400
0	Other Grants & Allowances	(11,226,490)	(11,275,650)	(353,521)	(98,521)	0	0
(1,200)	Recharged Departmental & Overhead Accounts	65,740	65,740	0	(800)	(1,200)	0
(1,200)	Capital Receipts Total	(14,626,490)	(14,675,650)	(2,133,971)	(638,721)	(486,800)	(485,600)

Strategic Risk Register
November 2013 – DRAFT
 [changes highlighted]

Note: Strategic Risk Registers reported to EMT or PFH now only show risks with a total score of 5 or more (risks scoring 4 or less will still be on the Strategic Risk Register, but will not be included in the reports).



Risk Reference, Title and Description, plus associated Aims, Approaches, Actions	Risk Owner	Risk Score		Risk Owner's Comments
		Target	Current	
<p>STR08 - Medium Term Financial Strategy (MTFS) Risks concerning the financial projections include:</p> <ul style="list-style-type: none"> not achieving delivery of savings to meet targets, including from Business Improvement and Efficiency Programme projects (and see STR26 below); inflation exceeds assumptions; interest rates do not meet forecasts; employer's pension contributions increases exceed projections; changes in demand for some service areas could lead to pressures in the related budgets; unforeseen restructuring costs; retained business rates scheme – volatility of outstanding valuation appeals; major developments do not meet housing trajectory forecast; uncertainty re formula grant from 2015/16; cost of supporting development and meeting demand from growth; impact of welfare reform (and see STR15 below); availability of budget for Cabinet priorities; council tax strategy; national Government responds to the downturn in the economy by cutting local government expenditure faster than anticipated; material error in MTFS forecasts, <p>leading to the Council needing to take action to cut its budgets, resulting in cuts in services, public dissatisfaction, audit and inspection criticism.</p> <p>Aims, Approaches, Actions: A2, A3, A9</p>	Alex Colyer	10	20	<p>SCORES - IMPACT: 5; LIKELIHOOD: 4.</p> <p>CONTROL MEASURES / SOURCES OF ASSURANCE: Revised MTFS incorporates updated assumptions; approved by Council on 28 February 2013. Implement plans to deliver Council's programme in line with latest General Fund 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. Council Health Dashboard. Treasury management reports to Finance & Staffing PFH.</p> <p>TIMESCALE TO PROGRESS: Explore opportunities for further savings beyond those in the MTFS. Explore shared service opportunities. Local Government spending review announcement expected late June 2013. Updated MTFS during 2013/14. Explore business rates retention pooling for 2014/15.</p> <p>Relevant PI(s): SF 772 - The amount (£) of Overspend - General Fund SF 773 - The amount (£) of Overspend - Capital Programme SF 774 - The amount (£) of Overspend - Housing Revenue Account SF 707 - General Fund Budget Variation SF 749 - Capital Budget SF 748 - HRA Budget Variation</p>

Risk Reference, Title and Description, plus associated Aims, Approaches, Actions	Risk Owner	Risk Score		Risk Owner's Comments
		Target	Current	
<p>STR15 - Welfare Reform Proposed radical changes to benefits, including possibility of localised council tax benefits and introduction of a universal credit system, <i>leading to possible:</i></p> <ul style="list-style-type: none"> increased IT cost due to required system changes; implementation costs not fully reimbursed by Government grant; increased workload for Benefits and Homelessness teams, <p><i>resulting in potential for:</i></p> <ul style="list-style-type: none"> adverse effect on service provision due to the number of changes; increased dissatisfaction with the service due to reduced amounts of benefit payable; impact on Medium Term Financial Strategy; devastating effect on people with mental health problems; and dislocation of private sector housing market. <p>Aims, Approaches, Actions: A9, B3</p> <p>Relevant PI(s): BV 078a - HB/CTB claims days BV 078b - HB/CTB changes days BV 078c - Benefit claims process days BV 079b i - Recoverable overpayments % BV 079b ii - HB Overpayments recovered % BV 079b iii - Overpayments written off %</p>	Alex Colyer	10	20	<p>SCORES - IMPACT: 4; LIKELIHOOD: 5.</p> <p>CONTROL MEASURES / SOURCES OF ASSURANCE: DCLG provided an initial grant of £84k towards costs. Cabinet approved revised Discretionary Housing Payments (DHP) policy in September 2013 and application for funding of additional help for SCDC residents via HRA top up for DHP, currently with DCLG for agreement. Cabinet also approved in September 2013, continuation of current Localised Council Tax Support Scheme for 2014/15. Monthly monitoring of Localised Council Tax: each Parish, and Total amounts. Monitoring of those who have received 8.5% reduction in support with regard to payments, summons and under-occupation following first summons issue. Under occupation exercise updated monthly; all tenants affected written to, to ensure information held is correct. Monthly meetings with Housing re under occupancy etc. Landlord Forum held with RSL's and other District Councils, CAB and local Credit Union, January 2013. Benefits Manager and Housing Options and Homeless Manager part of Countywide (District Council and County) Welfare Reform Strategy Group Benefits and Housing Advice & Homelessness teams provided initial training. Impact assessment of Customer Contact from March to June 2013 and additional resources and costs. New welfare reform team recruited and trained to enable additional calls to be fielded (team in place 27/2/13-31/5/13). Provision of floor walking team within Revenues and Benefits to provide support to the new team to ensure high percentage of calls were dealt with at first point of contact. Monitoring of additional contact undertaken as part of contact centre report. Signpost residents who are in difficulty, advice / counselling / financial help / medical assistance etc. Housing Advice and Homelessness, and Revenues and Benefits working with Citizens Advice to provide additional budgeting advice for those adversely affected by changes to welfare benefits. Impact assessment with regard to financial impact of outstanding work at end of 2012/13 financial year. Monthly monitoring of the project by Executive Director, Benefit Manager and Revenues Manager, as part of the regular one to one process. South Cambs internal Welfare Reform Group formed and first meeting held in May to consider impact of Universal Credit for residents and SCDC.</p> <p>TIMESCALE TO PROGRESS: Members training session arranged for November 2013 to provide Members with details of how the welfare reform has impacted South Cambridgeshire residents and what is current position with Universal Credit.</p>

Risk Reference, Title and Description, plus associated Aims, Approaches, Actions	Risk Owner	Risk Score		Risk Owner's Comments
		Target	Current	
<p>STR05 - Lack of land supply While there is good progress on the Cambridge fringe sites, at Cambourne and on a refreshed planning application for Northstowe despite uncertainty about improvements to the A14, development is below target, <i>leading to</i> the authority being unable to deliver its housing needs, <i>resulting in</i> the Council having to meet the shortfall in the short term from developments in existing villages and head off speculative major planning applications outside the strategy.</p> <p>Aims, Approaches, Actions: B6, B7</p> <p>Relevant PI(s): BV 106 - % new homes on brown field sites NI 154 - Net additional homes provided, NI 159 - Supply of ready to develop housing sites</p>	Jo Mills	10	16	<p>SCORES - IMPACT: 4; LIKELIHOOD: 4.</p> <p>CONTROL MEASURES / SOURCES OF ASSURANCE: A14 - Task Group set up with Department for Transport. Government announcement of funding for 'interim measures' on A14, pinch point scheme and informal consultation regarding the major improvement scheme to be carried out summer 2013. Funding package for the major scheme is progressing and first phase of public consultation by Highways Agency is underway. Phase 1 planning application approved March 2013, and decision due to be issued November 2013 with start on site 2014. Northstowe included in Government's Major Sites Initiative funding programme, with HCA investment approved in principle and expected to be confirmed November. Planning Policy produce an Annual Monitoring Report (forecasts housebuilding levels), annually review the Local Development Scheme (can address any shortfall). Pre-application discussions started with Ida Darwin hospital site, on NIAB2 (Darwin Green 2), and with Marshalls for land north of Newmarket Road (Wing). Construction for Cambourne 950 has started. Cabinet meeting in June approved draft Local Plan for consultation that ended 14 October 2013. Over 6000 representations were received, and will be analysed by December. A key planning appeal at Over was unsuccessful, but application at Cottenham approved, partially on grounds of land supply.</p> <p>TIMESCALE TO PROGRESS: Timetable for new Local Development Scheme agreed by the New Communities Portfolio Holder in March 2011 with new plan in place in 2014. Detail of timetable has been revised to fit more closely with the City Council's programme, but overall timetable unchanged.</p>
<p>STR03 - Illegal Traveller encampments or developments Failure to find required number of sites, or sites identified do not meet the needs of local Travellers, <i>leading to</i> illegal encampments or developments in the district, <i>resulting in</i> community tensions; cost and workload of enforcement action, including provision of alternative sites and/or housing; poor public perception and damage to reputation.</p> <p>Aims, Approaches, Actions: C4</p>	Jo Mills	8	12	<p>SCORES - IMPACT: 4; LIKELIHOOD: 3.</p> <p>CONTROL MEASURES / SOURCES OF ASSURANCE: Ongoing routine monitoring of all district development. Government guidance issued, county wide needs assessment endorsed by PFH. Monthly report on position regarding temporary expiries and applications circulated to managers and key Members for coordination and oversight. Gypsy & Traveller Plan included in draft Local Plan. Planning Committee resolved to approve applications for 55 pitches in April 2013. Over the last six months there have been five planning appeals relating to Traveller sites. Three were allowed, one dismissed and one is outstanding. Work is taking place with relevant parties regarding the planning consents.</p> <p>TIMESCALE TO PROGRESS: New applications – ongoing. Local Plan due for completion 2014.</p>

Risk Reference, Title and Description, plus associated Aims, Approaches, Actions	Risk Owner	Risk Score		Risk Owner's Comments
		Target	Current	
<p>STR25 - Increase in numbers in Bed & Breakfast accommodation</p> <p>Potential impacts from current economic downturn and instability in the housing market and changes to the benefits system, leading to not enough temporary accommodation available, leading to an increase in B&B use, resulting in applicants not moved into permanent accommodation quickly enough and increased cost to the Council.</p> <p>Aims, Approaches, Actions: A6, A9</p>	Stephen Hills	9	12	<p>SCORES - IMPACT: 3; LIKELIHOOD: 4.</p> <p>CONTROL MEASURES / SOURCES OF ASSURANCE: Close working partnership with King Street Housing who provide private sector leasing options; use of Rent Deposit Scheme, Empty Homes Initiative and New Build Programme.</p> <p>TIMESCALE TO PROGRESS: Project underway to target new TA sources to reduced B&B. Monitor during 2013/14.</p>
<p>STR26 – Business Improvement & Efficiency Programme</p> <p>The Business Improvement & Efficiency Programme (BIEP) has its own associated risk register.</p> <p>Of the risks included, it is considered that only two need to be included in the Strategic Risk Register:</p> <p>1. Conflicting operational priorities, leading to inadequate programme and project resources, resulting in a delay or failure to deliver the outputs and associated benefits.</p> <p>2. Inadequate stakeholder engagement, leading to a lack of support at all organisational levels, resulting in delay or failure to deliver the outputs and associated benefits.</p> <p>Aims, Approaches, Actions: A4</p>	Alex Colyer	9	9	<p>SCORES, CONTROL MEASURES / SOURCES OF ASSURANCE:</p> <p>1. IMPACT: 3; LIKELIHOOD: 3</p> <p>The Programme Manager has identified programme and project resource requirements before the start of the tranches. Capacity has been made available for project managers and team members and the programme maintains a high priority for EMT.</p> <p>2. IMPACT: 3; LIKELIHOOD: 3</p> <p>A Stakeholder Engagement Strategy and detailed stakeholder analysis has been developed. Stakeholder engagement activities will take place regularly throughout the programme. Levels of engagement from staff have been high with regular briefings and corporate communications. It has been agreed that a 6 month update report will be taken to the Scrutiny & Overview Committee in November 2013.</p> <p>TIMESCALE TO PROGRESS: Throughout 2012-14.</p>
<p>STR20 – Partnership working with Cambridgeshire County Council</p> <p>The failure of partnership arrangements (e.g. health & wellbeing, economic development, transport) with the County Council, leading to the needs of district residents and businesses not being adequately met or reflected in County Council resource allocation decisions, resulting in adverse effects on the district's residents and businesses.</p> <p>Aims, Approaches, Actions: B1, B5, B6</p>	Jean Hunter	9	9	<p>SCORES - IMPACT: 3; LIKELIHOOD: 3.</p> <p>CONTROL MEASURES / SOURCES OF ASSURANCE: Active engagement of officers and Members in partnerships, to ensure the district's residents' and businesses' needs are articulated.</p> <p>TIMESCALE TO PROGRESS: Progress being monitored via Corporate Plan 2012/13, e.g. A01, A12, B02, B04-BO6, C03, C05, C10 and C13. Dependent on the timeframe/milestones for each partnership.</p>

Risk Reference, Title and Description, plus associated Aims, Approaches, Actions	Risk Owner	Risk Score		Risk Owner's Comments
		Target	Current	
<p>STR19 - Demands on services from an ageing population The district's demography changes, with significant growth in the over 65 year old population, leading to additional demands on health and social care services, including to the Council's sheltered housing and benefits services, resulting in adverse impact on service standards; increased customer dissatisfaction with services; increased levels of social isolation.</p> <p>Aims, Approaches, Actions: B8, C2</p>	Mike Hill	9	9	<p>SCORES - IMPACT: 3; LIKELIHOOD: 3.</p> <p>CONTROL MEASURES / SOURCES OF ASSURANCE: Establishment of 'Ageing Well' workshops to build relations with statutory and voluntary partner agencies, and promote community based preventative measures. Multi agency working group established September 2011, to meet bi monthly. Demographic data to inform new South Cambridgeshire Local Plan – timetable agreed in March 2011. Housing for older people Task & Finish review reported to Scrutiny & Overview Committee, 6 February 2012. Participation in county wide Ageing Well project – initial meeting held November 2011. County wide workshop held on 16 March 2012.</p> <p>TIMESCALE TO PROGRESS: Action in 2012/17 corporate plan to 'Work with older people to improve their independence and quality of life'. South Cambridgeshire Ageing Well action plan in preparation. Take account of demographic change in the corporate and financial planning cycle. Redesign services to address demands.</p>
<p>STR12 - Supported Housing Future proposals for delivery of the service do not fit the Council's business model, leading to loss of staff and changes to delivery structure, resulting in dissatisfaction amongst residents and concerns over well being of vulnerable people</p> <p>Aims, Approaches, Actions: C2</p> <p>Relevant PI(s): Monitored through Corporate Aim C2</p>	Stephen Hills	9	9	<p>SCORES - IMPACT: 3; LIKELIHOOD: 3.</p> <p>CONTROL MEASURES / SOURCES OF ASSURANCE: Needs assessment of all tenants + Member task & finish group to identify best ways to meet tenants' needs. Consultation with staff on new structure. The Housing Portfolio Holder approved a new sheltered housing structure on 15 February 2012. Reduction in funding decision now taken (wef April 2012); confirmation received. Budget reviewed accordingly. Process managed so that potential negative impact has already largely been mitigated. All sheltered housing tenants informed. New service commenced July 2012. Scrutiny & Overview Committee received a 6 month review report in March 2013. Visiting support service was to have been competitively tendered, then postponed with overall budget likely to be held steady ...</p> <p>TIMESCALE TO PROGRESS: ... Visiting support service now to be negotiated with the commissioning authority.</p>
<p>STR24 - HRA Business Plan The HRA Business Plan has its own associated risk register. Of the risks included, it is considered that only one needs to be included in the Strategic Risk Register: The Government decides to reopen the debt settlement, leading to increased debt requirement, resulting in reduced housing programme.</p> <p>Aims, Approaches, Actions: A2, A6, B8, B9, B10, C2, C9</p>	Stephen Hills	10	8	<p>SCORES - IMPACT: 4; LIKELIHOOD: 2 (from 3)</p> <p>CONTROL MEASURES / SOURCES OF ASSURANCE: Capacity has been built into the Housing Revenue Account (HRA) business plan to absorb some future changes if they are required.</p> <p>TIMESCALE TO PROGRESS: Monitor Government policy including utilising our partnership arrangements with the Chartered Institute of Housing. Annual review of business plan, programme and resources.</p>

Risk Reference, Title and Description, plus associated Aims, Approaches, Actions	Risk Owner	Risk Score		Risk Owner's Comments
		Target	Current	
<p>STR22 - Safeguarding the Council's services against climate change The Council fails to develop measures to safeguard its services against climate change, <i>leading to</i> unacceptable vulnerability to the impact of climate shifts and other weather-related events, <i>resulting in</i> a degradation or breakdown of service delivery and damage to property, increasing costs and impact on the Council's reputation.</p> <p>Aims, Approaches, Actions: C5</p>	Jo Mills	8	8	<p>SCORES - IMPACT: 4; LIKELIHOOD: 2.</p> <p>CONTROL MEASURES / SOURCES OF ASSURANCE: The Council adopted the Climate Change Action Plan (CCAP) 2011-2013 on 22 September 2011. Specific actions in place within CCAP and Planning and New Communities Service Plan. Regular EMT reporting and quarterly performance reports to PFH meetings. Effective drainage plans required for planning consents. Range of measures being carried out on council housing stock.</p> <p>TIMESCALE TO PROGRESS: CCAP actions undertaken over the period 2011 to 2013.</p>
<p>STR02 – Equalities The Council is successfully challenged over not complying with general equalities legislation or legislation specific to public and local authority bodies, <i>leading to</i> possible Commission for Human Rights and Equalities inspection, <i>resulting in</i> reduction in reserves available to support balanced PFHs, adverse publicity and effect on reputation.</p> <p>Aims, Approaches, Actions: A1, A2</p> <p>Relevant PI(s): SX063 – Equality Framework Level 2</p>	Alex Colyer	8	8	<p>SCORES - IMPACT: 4; LIKELIHOOD: 2.</p> <p>CONTROL MEASURES / SOURCES OF ASSURANCE: The Council has met its legal requirements to publish equality information and equality objectives. This information is incorporated into a new Single Equality Scheme (SES), which was adopted by the portfolio holder on 21 March 2012. The adoption of a corporate approach to EQIAs is based on identification of revised assessments via forward plans and a focus on changed outcomes as a result of assessment, supported by the development of a simplified series of templates and the introduction of a 'screening tool' which is in the process of being rolled out to services. Quarterly performance reports to EMT and PFH meetings.</p> <p>TIMESCALE TO PROGRESS: The Council has prepared an interim self-assessment against the 'Excellence' level of the Equality Framework for Local Government (EFLG), which was considered by EMT on 24 October 2012. EMT supported the recommendation in principle to pursue 'Excellence,' subject to a more detailed project plan of the likely resource commitment required and greater understanding of the development areas identified and how these could be addressed using existing or new pieces of work. The Project plan was presented to EMT on 27 February 2013. The Equality and Diversity Steering Group has been re-established as a project team and Stephen Hills has been designated as EMT Equalities Champion to act as Project Sponsor for the future accreditation work and chair project/steering group meetings. The steering group last met on 20 September 2013 to review performance areas and prepare a corporate-wide action plan for consideration by EMT. Following review, all baselines on the self-assessment are now scored as 3 (in place, but needs improving) or 4 (in place and effective).</p>

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

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

Notes

1. The "Reference" is unique and retained by the risk throughout the period of its inclusion in the risk register.
2. Risks are cross referenced to the relevant 2013/14 Aims, Approaches and/or Actions adopted by Council on 28 February 2013.
3. Criteria and guidelines for assessing "Impact" and "Likelihood" are shown on below.
4. The "Actual" risk score is obtained by multiplying the Impact score by the Likelihood score.
5. The dotted line (- - - - -) shows the Council's risk tolerance line.
6. The "Timescale to progress" is the date by which it is planned that the risk will be mitigated to below the line.

Impact Giving rise to one or more of the following:

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

* including claim or fine

Likelihood

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

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**Appendix E
Strategic Risk Matrix
November 2013 – DRAFT**

Risk Tolerance Line
- - - - -



[changes highlighted]			IMPACT				
			Insignificant	Low	Medium	High	Extreme
			1	2	3	4	5
LIKELIHOOD	Almost certain	5				15. Welfare reform	
	Likely	4			25. Increase in numbers in temporary accommodation	5. Lack of development progress	8. Medium Term Financial Strategy
	Possible	3			20. Partnership working with Cambridgeshire County Council 19. Demands on services from an ageing population 12. Supported Housing 26. Business Improvement & Efficiency Programme	3. Illegal Traveller encampments or developments	
	Unlikely	2		21. Keeping up with technology development		24. HRA Business Plan 22. Safeguarding the Council's services against climate change 2. Equalities	
	Rare	1				16. Depot size	

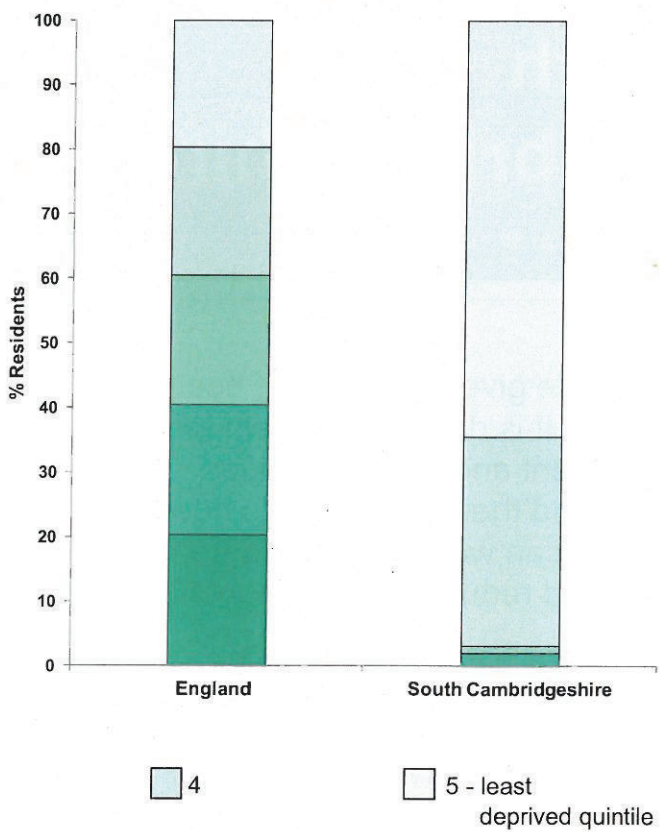
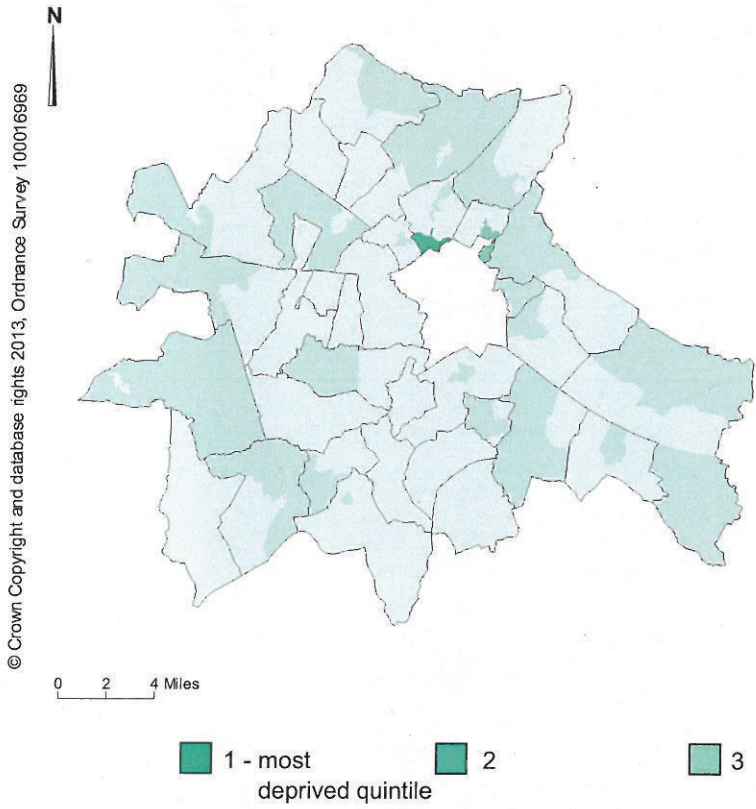
Note: The greyed out cells shows those areas where risk scores are considered to be relatively minor in nature.

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Deprivation: a national view

This map shows differences in deprivation levels in this area based on national quintiles (of the Index of Multiple Deprivation 2010 by Lower Super Output Area). The darkest coloured areas are some of the most deprived areas in England.

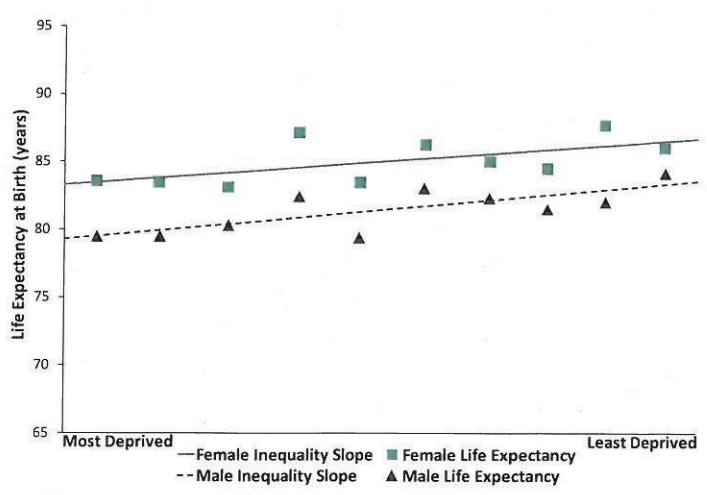
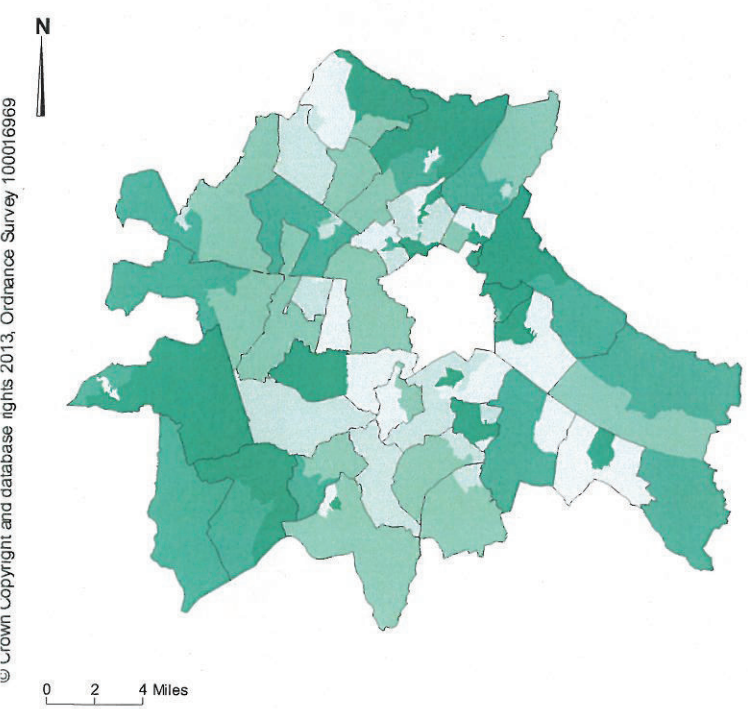
This chart shows the percentage of the population in England and this area who live in each of these quintiles.



Health inequalities: a local view

This map shows differences in deprivation levels in this area based on local quintiles (of the Index of Multiple Deprivation 2010 by Lower Super Output Area). The darkest coloured areas are the most deprived in this area.

The lines on this chart represent the Slope Index of Inequality, which is a modelled estimate of the range in life expectancy at birth across the whole population of this area from most to least deprived. Based on death rates in 2006-2010, this range is 4.3 years for males and 3.4 years for females. The points on this chart show the average life expectancy in each tenth of the population of this area.



Legend as above

Health inequalities: changes over time

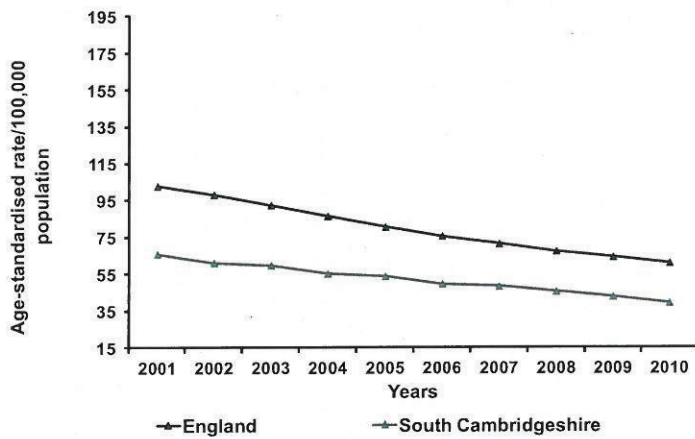
These graphs show how changes in death rates for this area compare with changes for the whole of England. Data points on the graph are mid-points of 3-year averages of yearly rates. For example the dot labelled 2003 represents the 3-year period 2002 to 2004.

Trend 1 compares rates of death, at all ages and from all causes, in this area with those for England.

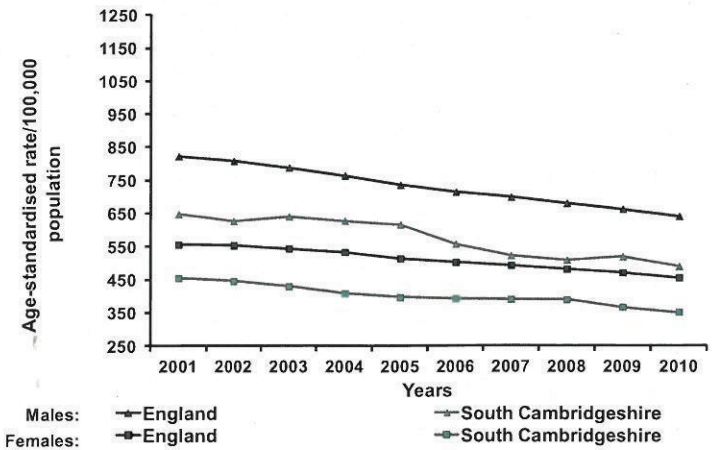
Trend 2 compares rates of early death from heart disease and stroke (in people under 75) in this area with those for England.

Trend 3 compares rates of early death from cancer (in people under 75) in this area with those for England.

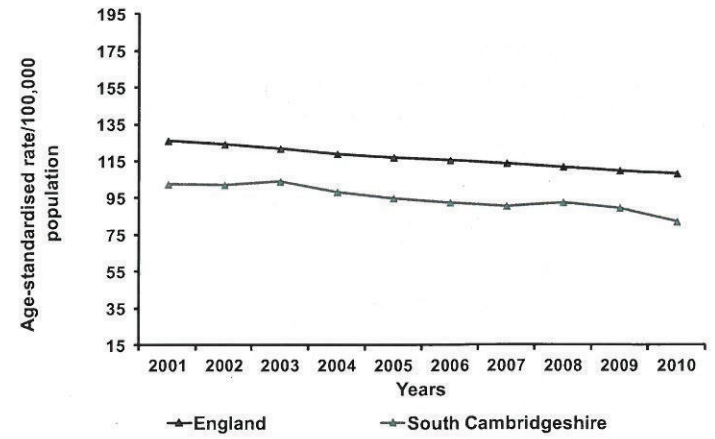
Trend 2: Early death rates from heart disease and stroke



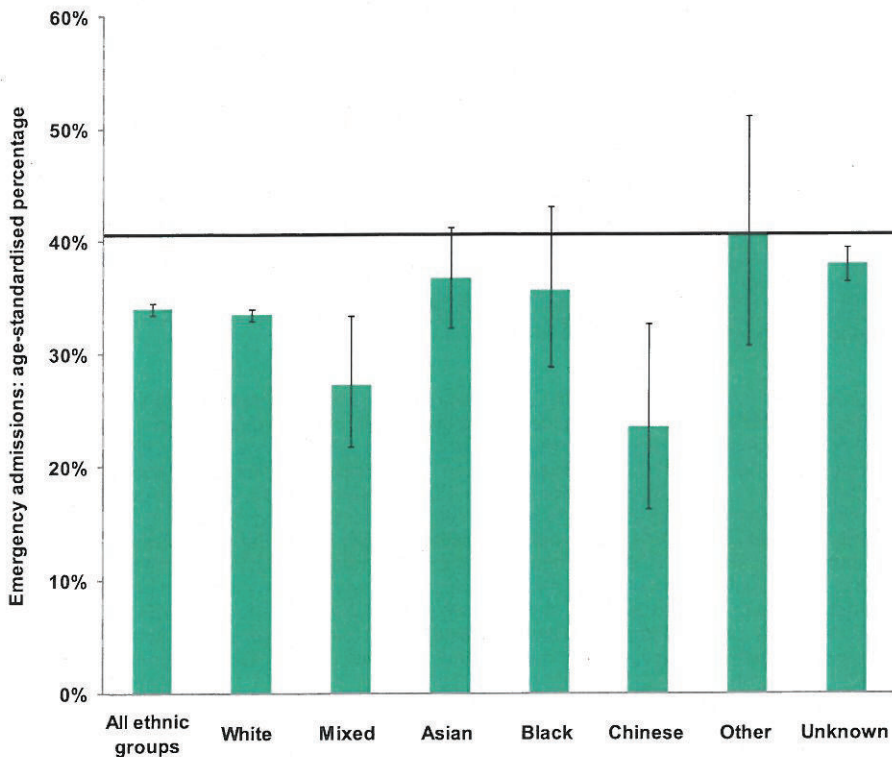
Trend 1: All age, all cause mortality



Trend 3: Early death rates from cancer



Health inequalities: ethnicity



This chart shows the percentage of hospital admissions in 2011/12 that were emergencies for each ethnic group in this area. A high percentage of emergency admissions may reflect some patients not accessing or receiving the care most suited to managing their conditions. By comparing the percentage in each ethnic group in this area with that of the whole population of England (represented by the horizontal line) possible inequalities can be identified.



Figures based on small numbers of admissions have been suppressed to avoid any potential disclosure of information about individuals.

Ethnic Group	White	Mixed	Asian	Black	Chinese	Other	Unknown	Local number of emergency admissions
Local value	33.4%	27.2%	36.6%	35.6%	23.5%	46.4%	37.9%	1452
England value	41.1%	40.0%	45.3%	44.4%	38.0%	46.4%	30.1%	10956

The chart below shows how the health of people in this area compares with the rest of England. This area's result for each indicator is shown as a circle. The average rate for England is shown by the black line, which is always at the centre of the chart. The range of results for all local areas in England is shown as a grey bar. A red circle means that this area is significantly worse than England for that indicator; however, a green circle may still indicate an important public health problem.

- Significantly worse than England average
- Not significantly different from England average
- Significantly better than England average



Domain	Indicator	Local No. Per Year	Local Value	Eng Avg	Eng Worst	England Range	Eng Best
Our communities	1 Deprivation	0	0.0	20.3	83.7	[Grey bar from 0.0 to 83.7, green dot at 0.0]	0.0
	2 Proportion of children in poverty	2535	9.1	21.1	45.9	[Grey bar from 9.1 to 45.9, green dot at 9.1]	6.2
	3 Statutory homelessness	93	1.6	2.3	9.7	[Grey bar from 1.6 to 9.7, green dot at 1.6]	0.0
	4 GCSE achieved (5A*-C inc. Eng & Maths)	1022	68.2	59.0	31.9	[Grey bar from 31.9 to 68.2, green dot at 68.2]	81.0
	5 Violent crime	751	5.1	13.6	32.7	[Grey bar from 5.1 to 32.7, green dot at 5.1]	4.2
	6 Long term unemployment	241	2.5	9.5	31.3	[Grey bar from 2.5 to 31.3, green dot at 2.5]	1.2
Children's and young people's health	7 Smoking in pregnancy ‡	234	13.7	13.3	30.0	[Grey bar from 13.7 to 30.0, orange dot at 13.7]	2.9
	8 Starting breast feeding ‡	1420	81.9	74.8	41.8	[Grey bar from 41.8 to 81.9, green dot at 81.9]	96.0
	9 Obese Children (Year 6) ‡	185	13.1	19.2	28.5	[Grey bar from 13.1 to 28.5, green dot at 13.1]	10.3
	10 Alcohol-specific hospital stays (under 18)	14	42.9	61.8	154.9	[Grey bar from 42.9 to 154.9, green dot at 42.9]	12.5
	11 Teenage pregnancy (under 18) ‡	51	18.5	34.0	58.5	[Grey bar from 18.5 to 58.5, green dot at 18.5]	11.7
Adults' health and lifestyle	12 Adults smoking	n/a	19.9	20.0	29.4	[Grey bar from 19.9 to 29.4, orange dot at 19.9]	8.2
	13 Increasing and higher risk drinking	n/a	24.1	22.3	25.1	[Grey bar from 24.1 to 25.1, orange dot at 24.1]	15.7
	14 Healthy eating adults	n/a	35.4	28.7	19.3	[Grey bar from 19.3 to 35.4, green dot at 35.4]	47.8
	15 Physically active adults	n/a	62.7	56.0	43.8	[Grey bar from 43.8 to 62.7, green dot at 62.7]	68.5
	16 Obese adults ‡	n/a	20.1	24.2	30.7	[Grey bar from 20.1 to 30.7, green dot at 20.1]	13.9
Disease and poor health	17 Incidence of malignant melanoma	39	25.4	14.5	28.8	[Grey bar from 14.5 to 28.8, red dot at 25.4]	3.2
	18 Hospital stays for self-harm	325	230.1	207.9	542.4	[Grey bar from 207.9 to 542.4, orange dot at 230.1]	51.2
	19 Hospital stays for alcohol related harm ‡	3110	1743	1895	3276	[Grey bar from 1743 to 3276, green dot at 1743]	910
	20 Drug misuse	113	1.2	8.6	26.3	[Grey bar from 1.2 to 26.3, green dot at 1.2]	0.8
	21 People diagnosed with diabetes	4300	4.6	5.8	8.4	[Grey bar from 4.6 to 8.4, green dot at 4.6]	3.4
	22 New cases of tuberculosis	6	4.3	15.4	137.0	[Grey bar from 4.3 to 137.0, green dot at 4.3]	0.0
	23 Acute sexually transmitted infections	709	473	804	3210	[Grey bar from 473 to 3210, green dot at 473]	162
	24 Hip fracture in 65s and over	146	417	457	621	[Grey bar from 417 to 621, orange dot at 417]	327
Life expectancy and causes of death	25 Excess winter deaths ‡	50	14.7	19.1	35.3	[Grey bar from 14.7 to 35.3, orange dot at 14.7]	-0.4
	26 Life expectancy – male	n/a	82.1	78.9	73.8	[Grey bar from 73.8 to 82.1, green dot at 82.1]	83.0
	27 Life expectancy – female	n/a	85.6	82.9	79.3	[Grey bar from 79.3 to 85.6, green dot at 85.6]	86.4
	28 Infant deaths	5	2.6	4.3	8.0	[Grey bar from 2.6 to 8.0, orange dot at 2.6]	1.1
	29 Smoking related deaths	161	135	201	356	[Grey bar from 135 to 356, green dot at 135]	122
	30 Early deaths: heart disease and stroke	65	39.2	60.9	113.3	[Grey bar from 39.2 to 113.3, green dot at 39.2]	29.2
	31 Early deaths: cancer	137	82.0	108.1	153.2	[Grey bar from 82.0 to 153.2, green dot at 82.0]	77.7
	32 Road injuries and deaths	104	70.3	41.9	125.1	[Grey bar from 41.9 to 125.1, red dot at 70.3]	13.1

‡ For comparison with PHOF Indicators, please go to the following link: www.healthprofiles.info/PHOF

Indicator Notes

1 % people in this area living in 20% most deprived areas in England, 2010 2 % children (under 16) in families receiving means-tested benefits & low income, 2010 3 Crude rate per 1,000 households, 2011/12 4 % at Key Stage 4, 2011/12 5 Recorded violence against the person crimes, crude rate per 1,000 population, 2011/12 6 Crude rate per 1,000 population aged 16-64, 2012 7 % mothers smoking in pregnancy where status is known, 2011/12 8 % mothers initiating breast feeding where status is known, 2011/12 9 % school children in Year 6 (age 10-11), 2011/12 10 Persons under 18 admitted to hospital due to alcohol-specific conditions, crude rate per 100,000 population, 2007/08 to 2009/10 (pooled) 11 Under-18 conception rate per 1,000 females aged 15-17 (crude rate) 2009-2011 12 % adults aged 18 and over, 2011/12 13 % aged 16+ in the resident population, 2008-2009 14 % adults, modelled estimate using Health Survey for England 2006-2008 15 % adults achieving at least 150 mins physical activity per week, 2012 16 % adults, modelled estimate using Health Survey for England 2006-2008 17 Directly age standardised rate per 100,000 population, aged under 75, 2008-2010 18 Directly age sex standardised rate per 100,000 population, 2011/12 19 Directly age sex standardised rate per 100,000 population, 2010/11 20 Estimated users of opiate and/or crack cocaine aged 15-64, crude rate per 1,000 population, 2010/11 21 % people on GP registers with a recorded diagnosis of diabetes 2011/12 22 Crude rate per 100,000 population, 2009-2011 23 Crude rate per 100,000 population, 2012 (chlamydia screening coverage may influence rate) 24 Directly age and sex standardised rate for emergency admissions, per 100,000 population aged 65 and over, 2011/12 25 Ratio of excess winter deaths (observed winter deaths minus expected deaths based on non-winter deaths) to average non-winter deaths 1.08.08-31.07.11 26 At birth, 2009-2011 27 At birth, 2009-2011 28 Rate per 1,000 live births, 2009-2011 29 Directly age standardised rate per 100,000 population aged 35 and over, 2009-2011 30 Directly age standardised rate per 100,000 population aged under 75, 2009-2011 31 Directly age standardised rate per 100,000 population aged under 75, 2009-2011 32 Rate per 100,000 population, 2009-2011

More information is available at www.healthprofiles.info Please send any enquiries to healthprofiles@phe.gov.uk

Agenda Item 9



REPORT TO: Scrutiny and Overview Committee
LEAD OFFICER: Executive Director (Corporate Services)

7 November 2013

WORK PROGRAMME 2013/14

Purpose

1. To provide the Scrutiny and Overview Committee with an opportunity to plan its work programme for future meetings.

Recommendations

2. It is recommended that the draft Work Programme attached at **Appendix A** of this report be approved, subject to any amendments put forward at the meeting.

Background

3. The latest version of the Committee's work programme is attached at **Appendix A** to this report and has been developed in consultation with the Chairman and Vice-Chairman, taking into account any changes agreed at the previous meeting of the Scrutiny and Overview Committee.
4. Further items to consider at future meetings may be identified from the Council's draft Forward Plan, which is attached as **Appendix B** to this report.

Considerations

Scrutiny Reviews

5. At an informal meeting with the Scrutiny and Overview Committee on 7 March 2013 the issue of Scrutiny Reviews was discussed in terms of the different ways in which they can be undertaken. A number of options were identified, as outlined in **Appendix C** attached to this report, which should help Members decided upon an appropriate method of carrying out a Scrutiny Review.

Joint Working

6. Officers from Democratic Services continue to liaise with neighbouring authorities as part of the Cambridgeshire Scrutiny Network, in order to share good practice and identify any potential areas for joint working.

Training and Development

7. The Democratic Services Team Leader has identified some training and development sessions through the Centre for Public Scrutiny and will be confirming dates with Members in due course.

Implications

8. In the writing of this report, taking into account financial, legal, staffing, risk management, equality and diversity, climate change, community safety and any other key issues, there are no significant implications.

Consultation responses (including from the Youth Council)

9. No consultation has taken place on the content of this report.
10. Consultation with children and young people on the work of the Scrutiny and Overview Committee predominantly takes place through the South Cambridgeshire Youth Council. Members of the Youth Council have been invited to attend meetings of the Scrutiny and Overview Committee and a regular update item on the work of the Youth Council features on agendas on an alternative meetings basis.

Effect on Strategic Aims

Aim A – We will listen to and engage with residents, parishes and businesses to ensure we deliver first class services and value for money

11. The Scrutiny and Overview Committee will contribute to this strategic aim as it challenges decision takers and holds them to account as part of its deliberations.

Background Papers: No background papers were used in the production of this report.

Report Author: Graham Aisthorpe-Watts – Democratic Services Team Leader
Telephone: (01954) 713030

DRAFT WORK PROGRAMME 2013/14

The items have been scheduled for the Scrutiny and Overview Committee's draft Work Programme for 2013/14 is as follows: -

Thursday 16 January 2014

- Mears (update on performance, including complaints)
- 12 month review of the new Customer Contact Centre
- 12 month review of the new Website
- Waste and Recycling Update

Tuesday 11 February 2014

- Medium Term Financial Strategy and Budget
- Position Statement (Quarter Three)

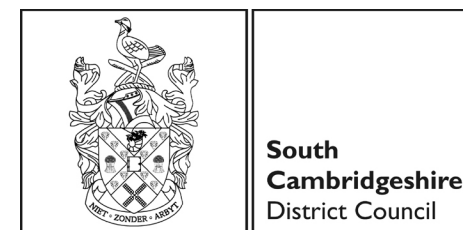
Thursday 3 April 2014

(No items currently scheduled)

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NOTICE OF KEY DECISIONS

To be taken under the Local Authorities (Executive Arrangements) (Meetings and Access to Information) (England) Regulations 2012 between 17 October 2013 and 27 February 2014



Notice is hereby given of:

Key decisions that will be taken by Cabinet, individual Portfolio Holders or Officers
Confidential or exempt executive decisions that will be taken in a meeting from which the public will be excluded (for whole or part)

A Key Decision is a decision, which is likely:

(1) (a) to result in the authority incurring expenditure which is, or the making of savings which are, significant having regard to the Council's budget for the service or function to which the decision relates; or

to be significant in terms of its effects on communities living or working in an area comprising two or more wards

(2) In determining the meaning of 'significant' for the purposes of the above, the Council must have regard to any guidance for the time being issued by the Secretary of State in accordance with section 9Q of the 2000 Act (guidance).

A notice / agenda, together with reports and supporting documents for each meeting will be published at least five working days before the date of the meeting. In order to enquire about the availability of documents and subject to any restriction on their disclosure, copies may be requested from Democratic Services, South Cambridgeshire District Council, South Cambridgeshire Hall, Cambourne Business Park, Cambourne, Cambridge, CB23 6EA. Agenda and documents may be accessed electronically at www.scambs.gov.uk

Formal notice is hereby given under the above Regulations that, where indicated (in column 4), part of the meetings listed in this notice may be held in private because the agenda and reports for the meeting will contain confidential or exempt information under Part 1 of Schedule 12A to the Local Government (Access to Information) Act 1985 (as amended) and that the public interest in withholding the information outweighs the public interest in disclosing it. See overleaf for the relevant paragraphs.

*If you have any queries relating to this Notice, please contact
Maggie Jennings on 01954 713029 or by e-mailing Maggie.Jennings@scambs.gov.uk*

Paragraphs of Part 1 of Schedule 12A to the Local Government (Access to Information) Act 1985 (as amended)
(Reason for a report to be considered in private)

Information relating to any individual

Information which is likely to reveal the identity of an individual

Information relating to the financial or business affairs of any particular person (including the authority holding that information)

Information relating to any consultations or negotiations, or contemplated consultations or negotiations, in connection with any labour relations matter arising between the authority or a Minister of the Crown and employees of, or office holders under, the authority

Information in respect of which a claim to legal professional privilege could be maintained in legal proceedings

Information which reveals that the authority proposes:

to give under any enactment a notice under or by virtue of which requirements are imposed on a person; or

to make an Order or Direction under any enactment

Information relating to any action taken or to be taken in connection with the prevention, investigation or prosecution of crime

The Decision Makers referred to in this document are as follows:

Cabinet

Councillor Ray Manning

Councillor Simon Edwards

Councillor Pippa Corney

Councillor Mark Howell

Councillor Mick Martin

Councillor David Whiteman-Downes

Councillor Tim Wotherspoon

Councillor Nick Wright

Leader of the Council

Deputy Leader and Finance and Staffing

Planning Policy and Localism

Housing

Environmental Services

Corporate and Customer Services

Northstowe

Planning and Economic Development

Key and non-key decisions expected to be made from 17 October 2013

Decision to be made	Decision Maker	Date of Meeting	Reason for Report to be considered in Private	Portfolio Holder and Contact Officer	Documents submitted to the decision maker
Licensing (2003 Act) Policy: Review Non-Key	Licensing Committee Council	17 October 2013 28 November 2013		Environmental Services Portfolio Holder Myles Bebbington, Licensing Officer	Report and Policy for recommendation to Council (publication expected on 9 October 2013)
Planning and New Communities: Historic Buildings Service Re-structure Key	Planning and Economic Development Portfolio Holder	22 October 2013		Planning and Economic Development Portfolio Holder Jo Mills, Planning and New Communities Director	Report (publication expected on 14 October 2013)
Heritage Guardianship Sites and Closed Churchyards Key	Planning and Economic Development Portfolio Holder	22 October 2013		Planning and Economic Development Portfolio Holder David Bevan, Conservation Manager	Report (publication expected on 14 October 2013)

Health and Safety Policy and Emergency Plan Non-Key	Cabinet	19 November 2013		Environmental Services Portfolio Holder Mike Hill, Health and Environmental Services Director	Report and Policy (publication expected 11 November 2013)
Redundancy Policy: Review Non-Key	Cabinet	19 November 2013		Finance and Staffing Portfolio Holder Susan Gardner Craig, Human Resources Manager	Report (publication expected 11 November 2013)
Review of Medium Term Financial Strategy, including consideration of capital accounting policy Key	Cabinet	19 November 2013		Finance and Staffing Portfolio Holder John Garnham, Head of Finance, Policy & Performance	Report (publication expected 11 November 2013)
Interim Council policy on SCDC's approach to mortgagee and possession clauses (pending a full review of affordable housing special planning document)	Cabinet	19 November 2013		Housing Portfolio Holder Schuyler Newstead, Housing Development & Enabling Manager	Report (publication expected 11 November 2013)

Key					
Corporate Plan Priorities 2014-2019 Key	Cabinet Cabinet Council	19 November 2013 13 February 2014 27 February 2014		Corporate and Customer Services Portfolio Holder Richard May, Policy and Performance Manager	Report and Draft Plan for consultation (publication expected 11 November 2013) Report and Plan (publication expected 5 February 2014) Report and Plan with recommendation from Cabinet (publication expected 19 February 2014)
Future Housing Investment Plans Key	Cabinet Council	19 November 2013 28 November 2013		Housing Portfolio Holder Stephen Hills, Affordable Homes Director	Report (publication expected 11 November 2013)
Localised Council Tax Support Scheme 2014/15 Key	Cabinet Council	19 November 2013 23 January 2014		Finance and Staffing Portfolio Holder Alex Colyer, Executive Director, Corporate Services, Dawn Graham,	Report and draft scheme (publication expected 11 November 2013) Report and Scheme (publication expected

				Benefits Manager	15 January 2014)
Economic Development Update Non-Key	Planning and Economic Development Portfolio Holder	26 November 2013		Planning and Economic Development Portfolio Holder Jo Mills, Planning and New Communities Director	Report (publication expected 18 November 2013)
Cross-border Waste Collection: Service Level Agreement with Cambridge City Council Key	Environmental Services Portfolio Holder	26 November 2013		Environmental Services Portfolio Holder Paul Quigley, Environment Services Manager	Report and Agreement (publication expected 18 November 2013)
Members' Allowances 2014/15 Non-Key	Council	28 November 2013		Leader of Council Maggie Jennings, Democratic Services Officer	Report with recommendation from the Independent Remuneration Panel) publication expected 20 November 2013)
Council Meeting Schedule 2014/15 Non-Key	Council	28 November 2013		Chairman of Council Graham Aisthorpe-Watts, Democratic Services Team	Report (publication expected 20 November 2013)

				Leader	
Setting of Council Tax Base Key	Chief Finance Officer	In month of December 2013		Finance and Staffing Portfolio Holder Philip Bird, Revenues Manager	Decision notice (publication expected during December 2013)
Cabinet Meeting Schedule Non-Key	Cabinet	13 January 2014		Leader of Council Maggie Jennings, Democratic Services Officer	Report (publication expected 3 January 2014)
Waste Partnership Joint Working Arrangements Key	Cabinet	13 January 2014		Environmental Services Portfolio Holder Paul Quigley, Environment Services Manager	Report (publication expected 3 January 2014)
Medium Term Financial Strategy, including draft Government Settlement, draft Revenue and Capital Estimates, Rollovers, Business Rate Pooling and Localised	Cabinet Council	13 January 2014 23 January 2014		Finance and Staffing Portfolio Holder John Garnham, Head of Finance, Policy & Performance	Report and appendices for recommendation to Council (publication expected 3 January 2014)

Council Tax Support Scheme Implications Key					
Community Infrastructure Levy (CIL): Charging Schedule Key	Cabinet Planning and Economic Development Portfolio Holder Council	13 January 2014 20 March 2014 24 April 2014		Planning and Economic Development Portfolio Holder James Fisher, S106 Officer	Report (publication expected 3 January 2014) Report (publication expected 12 March 2014) Report to agree charging schedule following consultation (publication expected 16 April 2014)
Investment and Borrowing Strategy Key	Finance and Staffing Portfolio Holder	21 January 2014		Finance and Staffing Portfolio Holder Alex Colyer, Executive Director, Corporate Services, John Garnham, Head of Finance, Policy & Performance, Sally Smart, Principal Accountant Financial & Systems	Report and Strategy (publication expected 13 January 2014)

Revenues and Benefits Performance Report Non-Key	Finance and Staffing Portfolio Holder	21 January 2014		Finance and Staffing Portfolio Holder	Report with Q2 Performance (publication expected 13 January 2014)
	Finance and Staffing Portfolio Holder	15 April 2014		Philip Bird, Revenues Manager, Dawn Graham, Benefits Manager	Report with Q3 Performance (publication expected 7 April 2014)
Treasury Management Quarterly Investment Review Non-Key	Finance and Staffing Portfolio Holder	21 January 2014		Finance and Staffing Portfolio Holder	Report (publication expected 13 January 2014)
	Finance and Staffing Portfolio Holder	15 April 2014		Alex Colyer, Executive Director, Corporate Services, John Garnham, Head of Finance, Policy & Performance, Sally Smart, Principal Accountant Financial & Systems	Report (publication expected 7 April 2014)
Children and Young People's Plan Key	Cabinet	13 February 2014		Environmental Services Portfolio Holder Gemma Barron, Partnerships Manager & Interim Sustainable Communities Team Leader	Report and Plan (publication expected 5 February 2013)

Ageing Well Strategy Key	Cabinet	13 February 2014		Environmental Services Portfolio Holder Gemma Barron, Partnerships Manager & Interim Sustainable Communities Team Leader, Iain Green, Environmental Health Officer (Public Health Specialist)	Report and Strategy (publication expected 5 February 2014)
Health and Well-being Strategy Key	Cabinet Council	13 February 2014 27 February 2014		Environmental Services Portfolio Holder Gemma Barron, Partnerships Manager & Interim Sustainable Communities Team Leader, Iain Green, Environmental Health Officer (Public Health Specialist)	Report and Strategy (publication expected 5 February 2014)
Medium Term Financial Strategy (General Fund budget 2014/15 including Council Tax setting), Housing Revenue	Cabinet Council	13 February 2014 27 February 2014		Finance and Staffing Portfolio Holder John Garnham, Head of Finance, Policy & Performance	Report and appendices with recommendation to Council (publication expected 5 February 2014)

Account (including housing rents),
Capital Programme
2014/15-2018/19 and
Treasury
Management
(Revised 2013/14 and
2014/15)

Key

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OPTIONS FOR UNDERTAKING SCRUTINY REVIEWS

It is important to consider that Scrutiny Reviews should: -

- Be deliverable within a set timetable.
- Be sufficiently focused on a particular aspect of a service.
- Not duplicate other significant review activity.
- Not be related to a specific individual grievance or complaint.

Scrutiny Reviews should also (where possible): -

- Contribute to the overall objectives of the Council.
- Reflect community concerns.
- Lead to potential achievable outcomes or improvements for the people of South Cambridgeshire.

The Scrutiny and Overview Committee will ultimately agree whether or not a Scrutiny Review on a particular issue will be held. It is strongly recommended that any initial requests for Scrutiny Reviews go through a scoping process facilitated by Democratic Services. This should provide the Committee with an indication as to whether the Scrutiny Review meets the above principles and which of the following formats would be suitable: -

Scrutiny Review by the Full Committee

There may be an issue that all Members of the Scrutiny and Overview Committee would like to be involved in scrutinising. Rather than allocating a small number of Members to conduct a Scrutiny Review outside of the Committee, such levels of interest could mean that the most appropriate way of reviewing an issue is at a full meeting of the Committee. This could be managed either by arranging a separate extraordinary meeting on the specific issue, or introducing a standing item on the issue over a specific number of Committee meetings.

Scrutiny Review by a Task and Finish Group

Task and Finish Groups are typically established when significant research and evidence gathering is necessary to assist in the production of a comprehensive report substantiating a set of recommendations to decision takers. An appropriate timetable would be agreed at the commencement of the Scrutiny Review, with most Task and Finish Groups aiming to have completed their reviews by 6 months. It is usual practice for Task and Finish Groups to meet at least once a month, therefore, they will be dependent on the number of Councillors available and willing to participate.

Scrutiny Review by an Informal Working Group

Informal Working Groups with relevant officers, Portfolio Holders or external parties are an effective means of undertaking Scrutiny Reviews that do not require significant research and evidence and can be completed in a much shorter timescale. Formal recommendations can still come out of a review carried out by Informal Working Groups, but a comprehensive report is usually unnecessary. This format also provides opportunities for Members to gain a better understanding of specific service areas.

Scrutiny Review by a Focus Group

A Focus Group could carry out a Scrutiny Review on any issue that requires an urgent response. It would take the shape of a significant fact-finding exercise, taking up one or two full days in an intensive session with very little research required and report its outcomes to relevant officers/Portfolio Holders.

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