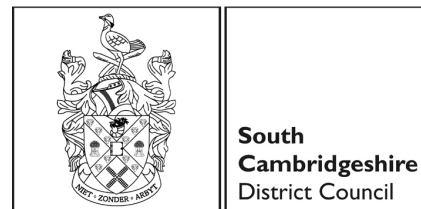


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3 April 2014

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: 5

There is a pre-meeting session at 5pm in the Monkfield Room, 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, 3 APRIL 2014** at **6.00 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

- | | |
|-------------------------------------------------------------------------------------------------------------|--------------|
| 1. Apologies | |
| To receive apologies for absence from committee members. | |
| 2. Declarations of Interest | |
| 3. Minutes of Previous Meeting | 1 - 4 |
| To authorise the Chairman to sign the Minutes of the meeting held on 11 February 2014, as a correct record. | |
| 4. Public Questions | |

- | | | |
|------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------|
| 5. | Greater Cambridge City Deal - Government Offer
The Leader of the Council and the Executive Director (Corporate Services) will be in attendance for this item. An update report on the Greater Cambridge City Deal is attached. | 5 - 10 |
| 6. | Community Infrastructure Levy (CIL) Infrastructure List
The Portfolio Holder for Planning and Economic Development will be in attendance for this item. The report and appendix for this item are attached. | 11 - 26 |
| 7. | Conservation Service Review
The Portfolio Holder for Planning and Economic development will be in attendance for this item. A report on the Conservation Service Review is attached. | 27 - 46 |
| 8. | Scrutiny and Overview Annual Report 2013/14
This item is for the Committee to consider the draft Scrutiny and Overview Annual Report, for 2013/14. | 47 - 70 |
| 9. | Work Programme 2014
To enable the Committee to consider its Work Programme for future meetings. | 71 - 98 |
| 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. | |
| 11. | To Note the Dates of Future Meetings
Future meetings are scheduled to be held on the following dates:
Thursday 3 July 2014 – 6pm
Thursday 4 September 2014 – 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.

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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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Agenda Item 3

SOUTH CAMBRIDGESHIRE DISTRICT COUNCIL

Minutes of a meeting of the Scrutiny and Overview Committee held on
Tuesday, 11 February 2014 at 4.30 p.m.

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

Councillors: David Bard Kevin Cuffley
Alison Elcox Douglas de Lacey
Aidan Van de Weyer

Councillors Simon Edwards, David Whiteman-Downes and Nick Wright were in attendance, by invitation.

Officers: Graham Aisthorpe-Watts Democratic Services Team Leader
Alex Colyer Executive Director, Corporate Services
John Garnham Head of Finance, Policy & Performance
Jane Green Head of New Communities
Jean Hunter Chief Executive
Richard May Policy and Performance Manager
Jo Mills Planning and New Communities Director
Victoria Wallace Democratic Services Officer

Apologies for absence were received from Councillors Andrew Fraser, Jose Hales, Lynda Harford, Bridget Smith and Bunty Waters. Councillor Aiden Van De Weyer was in attendance as a substitute for Councillor Smith and Councillor Kevin Cuffley was in attendance as a substitute for Councillor Harford.

44. DECLARATIONS OF INTEREST

No declarations of interest were made.

45. MINUTES OF PREVIOUS MEETING

The minutes of the meeting held on 16 January 2014 were **AGREED**, subject to the attendance of Councillor Mick Martin at the meeting by invitation being recorded in the minutes, and the amendment of the name Martin Howell to Mark Howell.

46. PUBLIC QUESTIONS

No public questions had been received.

47. MEDIUM TERM FINANCIAL STRATEGY (GENERAL FUND BUDGET 2014/15 INCLUDING COUNCIL TAX SETTING), HOUSING REVENUE ACCOUNT (INCLUDING HOUSING RENTS), CAPITAL PROGRAMME 2014/15-2018/19 AND TREASURY MANAGEMENT STRATEGY (REVISED 2013/14 AND 2014/15)

Councillor Simon Edwards, Portfolio Holder for Finance and Staffing, presented the Council's Medium Term Financial Strategy.

Councillor Edwards gave an overview of the report, around which discussion ensued as follows:

- A proposal regarding St Denis Church in East Hatley was discussed, as set out in the report.

- Members were informed that it was hoped that Local Plan costs would be kept to a minimum through joint working with Cambridge City Council and developer contributions.
- The key risks outlined within the report were discussed.
- Councillor Edwards informed the Committee that any additional funding for Parish Councils would have to come from cuts elsewhere in the Council, or Council Tax increases, both of which would burden Parish Councils.
- Councillor Edwards confirmed that the cost of the Local Plan to South Cambridgeshire District Council, was in addition to the Development Team that was already in place at the Council.
- Councillor Edwards informed Members that the City Deal would deliver many benefits to South Cambridgeshire in terms of infrastructure if it were to go ahead.
- Councillor Edwards confirmed that the Council Tax base was fixed.

The Scrutiny and Overview Committee **SUPPORTED** the recommendations contained within the report, due for consideration by Cabinet on 13 February 2014.

48. CORPORATE PLAN

Councillor David Whiteman-Downes, Portfolio Holder for Corporate and Customer Services, presented the Council's draft Corporate Plan for 2014-2019.

Councillor Whiteman-Downes gave an overview of the report and discussion ensued as follows:

- Concern was raised regarding the delivery of community transport, and how County Council cuts might have affected the achievement of this objective. Members were informed that this objective was introduced at the request of the Portfolio Holder for Planning Policy and Localism, and that the Council participated in 25 community transport initiatives. Exact details of any County Council cuts to community transport initiatives were not known at the time of the meeting. Councillor Whiteman-Downes offered to research this further.
- Members were informed that participation in the Green Deal was still an objective and a Green Deal champion would be sought.
- The inclusion of Key Project Indicators against each objective within the draft Corporate Plan was discussed. Members were informed that these would be included in the plan, in order to provide a measurement for success. Project milestones were for relevant Portfolio Holders to add to the plan, and there would be detailed business cases and project plans for each element of the Corporate Plan.

The Scrutiny and Overview Committee **SUPPORTED** the recommendations contained within the report, due for consideration by Cabinet on 13 February 2014.

49. POSITION STATEMENT ON FINANCE, PERFORMANCE AND RISK

Councillor David Whiteman-Downes, Portfolio Holder for Corporate and Customer Services, and Councillor Simon Edwards, Portfolio Holder for Finance and Staffing, presented the position statement on finance, performance and risk.

Discussion ensued, with some areas of performance highlighted:

- Members were informed that the 10 days average time taken to process new benefit claims was a significant achievement, and was largely attributable to the Council's Contact Centre.

- In order to better understand the figures, it was noted that the average and standard deviation or range would have been a helpful inclusion in the position statement.
- Invoice processing performance was highlighted as an area of concern. Members were informed that staff absence and staff turnover were contributing factors to this.

The Scrutiny and Overview Committee **NOTED** the report.

50. CONSERVATION REVIEW

Councillor Nick Wright, Portfolio Holder for Planning and Economic Development, presented an update on the Conservation and Urban Design Service Review, to help guide implementation of a new structure and associated processes and procedures to be in place by 5 May 2014.

Members were informed that the Council was currently in phase one of implementation of the new service, and that there were three phases of implementation.

There was support for retaining an in-house service and concerns were raised that expertise could be lost. The need to retain standards and expertise was specifically highlighted by Members.

The Scrutiny and Overview Committee **NOTED** the report, and **REQUESTED** a further update on the Conservation Service Review in April 2014.

51. WORK PROGRAMME 2013/14

The Scrutiny and Overview Committee's Work Programme was discussed. Members' contributions were sought to undertake scoping of proposed areas for future investigation by the Committee.

Discussion ensued and it was **AGREED** that the Democratic Services Team Leader would liaise with Members outside the meeting, regarding scoping.

52. MONITORING THE EXECUTIVE

Councillor Sue Ellington provided a verbal update from the Northstowe Development Committee:

- Members were informed that this was the first meeting to take place in nine months, that all planning conditions were worked through during the meeting and that the plan for Northstowe was moving forward.

53. TO NOTE THE DATES OF FUTURE MEETINGS

Members noted next scheduled meeting date was 3 April 2014, at 6pm.

Future meeting dates were discussed. These dates were based on the pattern of meeting dates of the Scrutiny and Overview Committee in 2013-14, and took into account other South Cambridgeshire District Council and County Council meetings.

Proposed meeting dates were:

- Thursday 3 July 2014
- Thursday 4 September 2014
- Thursday 6 November 2014
- Thursday 8 January 2015
- Thursday 10 February 2015
- Thursday 26 March 2015
- Thursday 30 April 2015

The Scrutiny and Overview Committee **AGREED** these meeting dates and that all future meetings of the Committee would take place at 6pm, with a pre-meeting at 5pm.

The Meeting ended at 6.30 p.m.

Agenda Item 5



South
Cambridgeshire
District Council

REPORT TO: Scrutiny and Overview Committee

3 April 2014

LEAD OFFICER: Alex Colyer, Executive Director Corporate Services

GREATER CAMBRIDGE CITY DEAL – GOVERNMENT OFFER

Purpose

1. This report outlines the principles of the “City Deal” offer that Government has announced in the Budget 2014 statement. The offer sets out the scale and broad terms of financial support to local partners to deliver additional infrastructure to facilitate delivery of the homes and business space set out in the draft local plans for the Cambridge City Council and South Cambridgeshire District Council areas, and associated transport plans.
2. The Deal also sets out how the councils plan to work together on these issues in a more joined up way in the future through a combined governance arrangement.
3. The full details of the Deal will be set out in a ‘Deal Document’ that the Leaders and partners expect to be invited to formally sign in the next couple of weeks.
4. This not a key decision.

Recommendations

5. It is recommended that the Scrutiny and Overview Committee indicate their support for the principles of the Greater Cambridge City Deal.

Background

6. City Deals are agreements between central Government and local partnerships to address the key barriers to economic growth in an economic area. Cambridge City Council, Cambridgeshire County Council, South Cambridgeshire District Council, the Greater Cambridge Greater Peterborough Local Enterprise Partnership and the University of Cambridge have been working together on a City Deal since the Autumn of 2012.
7. The local partners were asked to identify the key barriers to economic growth in the local economic area (the area covered by Cambridge City Council and South Cambridgeshire District Council, which contains around 75% of the Travel To Work Area, and the greatest concentration of hi-tech businesses in the “Cambridge Cluster”). We identified the two intertwined issues of housing and transport, as well as issues of ensuring that local people had the right skills to engage in the successful elements of greater Cambridge’s economy.
8. **The original local proposal**
The solution local partners proposed was investment in transport and housing infrastructure to help ensure that the homes and businesses envisaged in the draft local plans could be delivered. This would bring more homes into a commutable

journey to work, and would enhance the connectivity between businesses and clusters in the Greater Cambridge area. This would allow the Cambridge Phenomenon to continue to flourish, and lead to higher levels of sustainable economic growth than would otherwise occur.

9. We proposed a Deal to Government that would have seen the local partners borrow funding to invest in this infrastructure. We would have repaid the borrowing (and interest) by Government returning to us a proportion of the tax take that would have been derived from the additional economic growth unlocked by our investments. This would have been a form of “tax increment financing” that we termed GainShare.
10. We had also asked Government to increase the Housing Revenue Account debt cap for the two housing authorities by £100m each, to allow the councils to build more of the affordable housing envisaged in the local plans.
11. **The Government Offer – infrastructure funding**
Government’s offer is different to our proposal in mechanism, albeit very similar in terms of intended outcomes. In terms of infrastructure, the Government offer on the table is for up to £500m of grant funding. We understand this would be payable in three tranches, with the second and third tranches dependent on achievement of certain outcomes.
12. The first tranche, covering 2015-19 would be for £100m. The second tranche for 2019–2024, would be for £200m and is dependent on achievement of a “trigger” yet to be defined but likely to include a certain number of housing completions and/or a retrospective assessment (“post-scheme evaluation”) of whether the infrastructure projects invested in by then have achieved their specific objectives. The third tranche of a further £200m would potentially be unlocked at a later date subject to achievement of a certain level of economic growth, for which we will be asked to commission an independent expert to develop a measure. The details of these triggers are yet to be finalised at the time of writing.
13. We have been reassured that this is “new” money, in which case the provision of up-to £500m for infrastructure would enable significant additional infrastructure than would otherwise be the case. Government is offering the local councils the flexibility to invest the £500m as they see fit, however, there will be a tough ‘Assurance Framework’ to manage the technical process by which those decisions are made, that will ensure investment goes to schemes that are good value for money. This framework has been agreed in draft form with the Department for Transport.
14. The two planning authorities have a strong track record of working with developers to ensure appropriate development proposals are brought forward. The Councils’ approach to this will be set out in a joint “planning charter” which will help explain the councils’ approach to the use of Planning Performance Agreements for instance.
15. The Councils also commit through the City Deal to work closely with the DEFRA Network to ensure that environmental considerations such as resilience to extreme weather events are fully considered. The Deal Document is likely to refer to the next Local Plan review process, which we expect to commence in 2019. The Deal document will also mention East-West rail, which the County Council is working to help develop options on.

16. **Housing**
In terms of housing, Government has chosen not to increase the HRA debt cap through the City Deal, but has announced a scheme whereby councils may be able to increase their HRA debt cap through the Strategic Economic Plan process through their LEPs, subject to certain conditions. The detail has not been set out at the time of writing this report, and is being pursued by officers, but is not formally part of the City Deal.
17. Instead, the local partners have tentatively started exploring whether there may be other ways we can co-operate locally to deliver more affordable housing. This might include pooling our resources (potentially including land owned and identified as surplus by the County Council, and potentially using the prudential borrowing powers of the councils, and possibly the University's funds, to raise capital) into a joint vehicle. If a business case can be developed that meets all parties' needs this will be pursued.
18. A thousand additional affordable homes are also targeted to be provided on rural exception sites (sites outside of village frameworks) in South Cambridgeshire.
19. **Skills**
In terms of skills, Government has agreed our proposal to "bend the spend" of the national skills funding agencies to meet the needs of the local economy. This means that if the local agencies generate sufficient interest in appropriate apprenticeships, Government commits to ensuring that funding (up to a certain limit) is made available as needed to meet additional demand within the skills system over the five years of City Deal from 2014-15 to support the growth in provision of Apprenticeships (for 16-23 year olds) brought forward by City Deal partners, i.e. up to an additional 420 Apprenticeships over five years in growth sectors.
20. **Governance**
In addition to these boosts to the local economy provided through the Deal with Government, the process of developing the Deal has brought the local partners closer together on a number of agendas. The Deal has been developed primarily by the Leaders of the three councils, the Pro-Vice Chancellor for External Affairs from the University of Cambridge and the Chief Executive of the LEP, acting as a "Steering Group". There has been agreement in the Steering Group that we need joint decision making on these issues to ensure that spatial and transport planning meets the needs of the Greater Cambridge economy, and that we should work together on strategic housing supply as far as possible.
21. The partners are proposing that decision making would be in a five-person Executive Board (containing one representative from each council, plus representatives of the LEP and University, although those non-council partners not voting on all issues). Steering Group Partners have said they expect decision making to be by consensus. Partners have proposed that the Board would be augmented by a twelve person "Assembly", formed of three members from each authority reflecting political balance in each authority, as well as three wider stakeholder members. It is proposed that the Assembly would hold the Executive Board to account and provide a "scrutiny" function.
22. To this end, under the terms of the deal the partners are committing to sharing certain planning and transport powers and funding together in a new shared governance arrangement. The strongest arrangement would be a new statutory vehicle called a "combined authority". This would be created by Government following a governance review, and would create strong, binding and unified decision making on transport

and spatial planning, and on investment decisions (i.e. how to spend the City Deal funding and other locally pooled funding such as a proportion of transport funding and other growth-related funding such as New Homes Bonus).

23. The legislation (on combined authorities) does not currently allow the County Council to join (and delegate its transport planning powers into) a body covering only part of its geographical area. Government has indicated that it intends to bring forward a consultation on possible changes to the combined authority legislation that would allow this. This would also would allow us to establish a combined authority for Greater Cambridge, subject to the outcome of a governance review and meeting certain criteria to be defined in the revised legislation, likely to include demonstration that the new arrangement provides value for money to the whole area currently covered by the transport authority.
24. In the interim before a combined authority can be established, it is the intention of the local partner authorities to establish a joint committee to take forward the work in the scope of the City Deal, including agreeing on the infrastructure projects in which we wish to invest the new funding. A committee or committees would be established to fulfil the roles intended for the Executive Board and Assembly, with the proposed membership as set out above. A joint committee is a more limited body than a fully combined authority. As such, partners will need to find ways to deliver as much of their agreed governance model as possible within the existing legislative framework, for instance through a memorandum of understanding.
25. The scope of a joint committee can be expanded over time. At the point at which decision-making powers or funding are to be delegated to the committee, this will be brought back through each council's formal decision-making bodies.
26. Before the Joint Committee is established, the City Deal "Steering Group" will continue to meet to lead this work as a "Shadow Board".

Considerations

27. The deal before the Councils and partners at present therefore proposes:
 - Up to £500m of grant funding for infrastructure, to be released in three tranches subject to achieving certain outcomes
 - Flexibility over Skills Funding Agency spending to meet local business needs
 - Joint decision making between the local partners on the infrastructure projects, strategic planning powers and other matters
 - Pooling of powers and funding into a combined authority, subject to legislative changes and subsequent process; and creation of a joint committee to provide for joint decision making in the interim, before a combined authority can be created
 - Joint work between the partners to explore the business case for joint vehicle to deliver affordable housing
 - Delivery of 1,000 additional affordable homes on rural exception sites

Implications

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

Financial

29. The Deal brings additional grant funding for infrastructure into the “Greater Cambridge” area to the value of up to £500m. This will be released in three tranches subject to certain conditions being met (i.e. a form of “payment-by-results”). Unlike the original local “GainShare” proposal, this does not require local borrowing of the full capital sum, repayment of interest on borrowing, or putting collateral at risk to cover capital and interest payments in the event of under-achievement of “GainShare” income. The Government’s offer is therefore in essence considerably less risky to the local partners than the mechanism we had originally proposed.
30. The local councils may still consider borrowing some of the sum to initiate the programme, depending on the detailed profile of, and conditions around, the Government grant. If this option is pursued, that decision would come back through the councils’ decision-making processes.
31. Local partners have indicated an intention to pool certain funding streams associated with economic growth, to support shared implementation of growth-related projects. The level of this funding has not been finalised yet, but for South Cambridgeshire District Council this is likely to include a proportion of the currently uncommitted New Homes Bonus and possibly some other growth-related funding, such as developer contributions. Again, each council will need to agree to any delegation of decision making over funding it holds, to the joint governance arrangement.

Legal

32. Local authorities may delegate the discharge of functions to a joint committee. This may be done under Section 101(2) and (5) and Section 102 (1) (b) of the Local Government Act 1972 and the Local Authorities (Arrangements for the Discharge of Functions) (England) Regulations 2012. Joint committees are committees of councillors with equal voting rights. Co-opted members may be appointed under S102(3) of the 1972 Act but cannot have voting rights (under Section 13 of the Local Government and Housing Act 1989).
33. The partners are likely to confirm further detail on the operation of a committee (to achieve the agreed forms of governance) through a memorandum of understanding, to be brought back through appropriate decision-making processes in each council as the committee is established.

Staffing

34. There are no immediate direct staffing implications. Work on setting up a joint committee and supporting it will be delivered by posts already within the establishment of the three partner councils.
35. In due course, it is possible that the partners may wish to merge services relating to functions for which the new combined governance arrangement becomes the decision-making body.

Equality and Diversity

36. An equality impact assessment has been conducted. It indicates no significant direct adverse impacts from agreeing this deal. It indicates some potential positive outcomes for groups if the deal leads to increased housing supply and affordability, greater connectivity and the provision of skills services that better prepare local people for the high-value sectors of the local economy.

Climate Change

37. There are no direct environmental implications of agreeing the City Deal. Infrastructure projects funded by the deal will be subject to the usual appraisals including environmental considerations. It is expected that transport investments will accord with the County Council's draft transport strategy, which promotes public transport, cycling and walking, which have a positive environmental impact compared to other modes.

Consultation responses (including from the Youth Council)

38. The draft Local Plans and associated Transport Strategy which the City Deal in large part seeks to help deliver have been subject to extensive public consultation, eliciting thousands of responses from various viewpoints. Cambridge City Council and South Cambridgeshire District Council have both approved the draft local plans for submission to public examination.
39. The outcomes that the City Deal is seeking to achieve have been reported in the local media following previous committee and cabinet discussions. Local businesses have been engaged to provide feedback, and have overwhelmingly supported the analysis that additional investment in transport and housing infrastructure would benefit the local economy.
40. If the legislation on combined authorities is changed, it is expected that there would be a period of consultation as part of a governance review, as part of the process to establish a combined authority.

Effect on Strategic Aims

41. The City Deal is intended to support the Council's Aim to 'work with partners to create and sustain opportunities for employment, enterprise, and world-leading innovation.' Its purpose is to enable the infrastructure that will unlock the potential of the Cambridge city region, build on its track record of success and launch a new phase of stronger and sustainable international competitiveness.

Background Papers

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

- 'Greater Cambridge City Deal – Expression of Interest' report to South Cambridgeshire District Council Cabinet, 14 January 2013

Report Author: Alex Colyer – Executive Director Corporate Services
Telephone: (01954) 713023

Agenda Item 6



South
Cambridgeshire
District Council

REPORT TO: Scrutiny and Overview

3 April 2014

LEAD OFFICER: Director of Planning and New Communities

COMMUNITY INFRASTRUCTURE LEVY (CIL) INFRASTRUCTURE LIST

Purpose

1. On 12 September 2013 Cabinet “AGREED that the draft ‘high level’ infrastructure list in relation to the Council’s Community Infrastructure Levy proposals be referred to the Scrutiny and Overview Committee at the end of the consultation process, subject to agreement by the Chairman of the Scrutiny and Overview Committee”.
2. The Council consulted on the CIL Preliminary Draft Charging Schedule between 17 July and 30 September 2013.
3. This not a key decision because it’s purpose is to note representations to a consultation and to recommend the infrastructure list to Cabinet who will make the final decision. It was first published in the March 2013 Forward Plan.

Recommendations

4. Committee is asked to:
 - (i) Note the infrastructure items highlighted during the public consultation on the CIL Preliminary Draft Charging Schedule and
 - (ii) Recommend the draft Regulation 123 infrastructure list to Cabinet

The infrastructure need

5. The National Planning Policy Framework (NPPF) states (Para 162) that ‘Local planning authorities should work with other authorities and providers to:
 - assess the quality and capacity of infrastructure for transport, water supply, wastewater and its treatment, energy (including heat), telecommunications, utilities, waste, health, social care, education, flood risk and coastal change management, and its ability to meet forecast demands; and
 - take account of the need for strategic infrastructure including nationally significant infrastructure within their areas’.
6. The NPPF (para 177) goes on to say ‘It is equally important to ensure that there is a reasonable prospect that planned infrastructure is deliverable in a timely fashion. To facilitate this, it is important that local planning authorities understand district-wide development costs at the time Local Plans are drawn up. For this reason, infrastructure and development policies should be planned at the same time, in the Local Plan’.
7. The CIL guidance published February 2014 has an entire section dedicated to infrastructure planning that re-emphasises the need to consider the District wide needs alongside the Local Plan and CIL charging schedules.

8. In August 2012 Peter Brett Associates concluded work on an Infrastructure Delivery Study (IDS) required to support the current and emerging Local Plans for South Cambridgeshire and Cambridge City.
9. The IDS objectively assessed development and infrastructure requirements and identified the infrastructure and services required to support levels of growth set out in the current core strategy and the emerging Local Plans. The IDS also identifies the costs, timescales and the details of how these schemes could be funded, thereby demonstrating a possible funding gap. The IDS will be considered within the Local Plan Examination.
10. The IDS was updated in August 2013 having direct regard to the development sites being proposed through the emerging Local Plan. The study can be found at Chapter 10 via the following link:

<https://www.scams.gov.uk/content/evidence-base-and-supporting-studies>
11. The IDS is a live document and will remain subject to regular review by the District Council. For CIL purposes, there is only a need to demonstrate that (i) a funding gap exists and (ii) that the Council has in place a list of those items it intends funding through CIL.
12. Table 1 below replicates the extent of the infrastructure requirements and the associated costs in South Cambridgeshire taken from table 4.2 of the IDS.

	2011-2013	2016-2021	2021-2026	2026-2031	Total in plan period
South Cambs (District Wide)	£33,382,125	£1,205,720,000	£61,510,000	£66,390,000	£1,367,002,125
Bassingbourn Area	£34,266	£127,182	£172,302	£206,761	£540,511
Bottisham Area	£91,260	£854,138	£291,062	£349,729	£1,586,189
Cambourne	£805,000	-	-	-	£805,000
Cambourne West	-	£1,302,992	£20,790,904	£3,756,188	£25,850,084
Comberton Area	£45,795	£553,869	£397,006	£476,182	£1,472,852
Cottenham Area	£116,403	£456,608	£224,706	£269,420	£1,067,137
Gamlingay Area	£4,003,427	£40,631	£238,658	-	£4,282,716
Impington Area	£593,137	£423,969	£132,714	£158,349	£1,308,169
Linton Area	£24,495	£2,131,344	£158,349	£190,245	£2,504,433
Melbourn Area	£135,774	£10,143,043	£529,720	£634,529	£11,443,066
Sawston Area	£99,811	£5,491,163	£1,215,519	£822,212	£7,628,705
Swavesey Area	£66,265	£3,355,161	£197,936	£238,658	£3,858,020
Bourn Airfield	-	-	£2,540,116	£17,233,009	£19,773,125
Northstowe	£1,291,520	£122,535,641	£104,219,610	£45,234,646	£273,281,417
Waterbeach	-	£29,000,000	£380,000,000	£18,573,540	£427,573,540
South Cambs Total	£40,689,278	£1,382,135,741	£572,618,602	£154,533,468	£2,149,977,089

13. Table 2 below sets out the cost of infrastructure requirements over both SCDC and Cambridge City (i.e. those items that cannot be directly attributable to either charging authority but that both authorities require).

Table 2

	2011-2013	2016-2021	2021-2026	2026-2031	Unspecified	Total
Strategic for Both Local Authorities	£9,687,657	£127,500,000	£2,000,000	£6,500,000	£85,000,000	£230,687,657

14. Although the IDS sought to identify potential funding sources, it is thought that the potential funding evidence put forward has less relevance due to (i) the unreliability of the funding previously identified and (ii) other funding opportunities coming forward.

Preliminary Draft Charging Schedule (PDCS)

15. 232 representations to the consultation have been received from a total of 45 respondents and their agents.

Respondent	Count
Developer / Agent	22
Individual	6
Local Government	2
Other	3
Parish Council	12

16. Examples of infrastructure that respondents provided through the PDCS consultation are listed below.

Generic projects	Specific projects
Community bus services	A14
Community facilities and Youth provision	A428
Cycling/walking routes	Abington and Sawston cycleway
Drainage	Abington and Wandlebury cycleway
Health	Abington and Whittleseford station cycleway
Higher education	Dualling of A505
Park and ride provision	East-West rail link
Public open space	Gamlingay-Potton-Sandy cycleway
Primary school places	Hildersham crossroads on the A1307
Public transport	Roundabout improvement on A1301
Strategic infrastructure projects	Sawston electrical infrastructure improvements
Traffic calming	
Water supply	

The infrastructure list

17. The CIL Regulations prevent charging authorities from funding infrastructure items through both CIL and section 106 contributions (i.e. “double dipping”) such that section 106 contributions cannot be secured to fund items on the Regulation 123 infrastructure list.
18. When CIL was first introduced no particular emphasis was given to the infrastructure list and there was no requirement for the charging authority to present it as part of their CIL examination.

19. In response to concerns raised by the development industry (i.e. the fear that they might be double charged), the Government has taken steps to ensure more transparency in the CIL rate setting. New CIL guidance now requires charging authorities to prepare and consult on a draft infrastructure list throughout the charge setting process. This will then be carried through to the examination.

20. The following Draft Regulation 123 list, is being taken to Cabinet on 10 April:

- (i) Pre-school education*
- (ii) Secondary school education*
- (iii) Libraries and lifelong learning*
- (iv) Public and community transport*
- (v) Strategic green infrastructure*
- (vi) Village halls and community centres*
- (vii) Household recycling centres*
- (viii) Primary health care*
- (ix) Major transport schemes identified in the Transport Strategy for Cambridge and South Cambridgeshire*

*except where required as part of the following allocated strategic sites and any windfall development that is the scale of a large-scale major i.e. (a large-scale major development is one where the number of residential units to be constructed is 200 or more):

- NS/3 and SS/7 Northstowe
- SS/2 Darwin Green
- SS/3 (2) (the parcel Land North of Newmarket Road) Cambridge East
- SS/5 Waterbeach
- SS/6 Bourn airfield
- SS/8 Cambourne West

21. For information Cambridge City's draft Regulation 123 list is as follows:

Strategic transport infrastructure (excluding development specific mitigation works on, or directly related to a development site)
Education infrastructure
Household waste and major waste recycling facilities
Libraries and lifelong learning facilities
Community facilities
Strategic public realm improvements
Indoor sports facilities

CIL revenue

22. An assessment by Officers has demonstrated that the Council might expect to receive in the region of £22.5m from CIL revenue over the plan period (to 2031). Once an assumed local proportion of 15% and an administration proportion of 5% have been deducted the residual revenue available to projects the Council wishes to fund is £18m. The above figures are subject to change if one or more Parish Councils adopt a Neighbourhood Development Plan (where such Parishes would benefit from 25% of CIL receipts).

23. This was, however, calculated prior to the Government announcement that self-build developments will be exempt from CIL, which will have a negative effect on revenues.

Summary

24. At the meeting on 10 April Cabinet will be asked to approve a public consultation on (i) the Draft Charging Schedule and (ii) the draft Regulation 123 list. Subject to such approval being forthcoming the consultation will start at the end of April and will likely last for no less than 6 weeks.
25. The draft Regulation 123 infrastructure list will be worked up in more detail ahead of the CIL examination and further work may be undertaken on the list following adoption of CIL.
26. The Council is able to change the Regulation 123 list at any point in the future – following public consultation.
27. Members and Parish Councils will have the opportunity to make representation on the final infrastructure list prior to approval.

Options and recommendations

Recommendation 1

28. To note the infrastructure items put forward as part of the consultation on the Preliminary Draft Charging Schedule.

Recommendation 2

- (i) To recommend approval of the draft Regulation 123 infrastructure list to Cabinet (recommended option)

Other options

- (ii) To note the report without giving a recommendation on the draft Regulation 123 infrastructure list
- (iii) Not support the recommendation under (i) above
- (iv) To recommend an alternative draft Regulation 123 list

Effect on Strategic Aims

Aim 1 – We will listen to and engage with residents, parishes and businesses to ensure we deliver first class services and value for money

A7. Ensure the South Cambridgeshire Local Plan and Community Infrastructure framework are based on effective engagement

Aim 2 – We will work with partners to create opportunities for employment, enterprise, education and world-leading innovation

Approach - Planning for timely infrastructure to support developments

Approach - Maximising benefits to the community from new developments

Background Papers

Where [the Local Authorities \(Executive Arrangements\) \(Meetings and Access to Information\) \(England\) Regulations 2012](#) require documents to be open to inspection by members of the public, they must be available for inspection: -

- (a) at all reasonable hours at the offices of South Cambridgeshire District Council;

- (b) on the Council's website; and
- (c) in the case of documents to be available for inspection pursuant to regulation 15, on payment of a reasonable fee required by the Council by the person seeking to inspect the documents at the offices of South Cambridgeshire District Council.

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Appendix 1 - Draft Cabinet report

Report To: Cabinet

10 April 2014

Lead Officer: Director of Planning and New Communities

COMMUNITY INFRASTRUCTURE LEVY DRAFT CHARGING SCHEDULE

Purpose

1. The purpose of this report is to update Cabinet on progress regarding the Community Infrastructure Levy (CIL) project and also highlight recent changes to the Regulations.
2. Cabinet are asked to approve a series of recommendations such that the Council can then progress to a consultation on the Draft Charging Schedule (DCS)
3. This a key decision because it is significant in terms of its effects on communities living or working in an area comprising two or more wards or electoral divisions in the area of the relevant local authority and it was first published in the March 2013 Forward Plan.

Recommendations

4. It is recommended that Cabinet;
 - (i) Note summary of representations to the Preliminary Draft Charging Schedule (PDCS) consultation
 - (ii) Approve the Draft Charging Schedule (DCS) for public consultation.
 - (iii) Approve the draft Regulation 123 list for public consultation
 - (iv) Approve the draft CIL instalment policy for public consultation.
 - (v) Give the Director of Planning and New Communities delegated authority to submit the Draft Charging Schedule and draft Regulation 123 list for examination following the public consultation

Reasons for Recommendations

5. South Cambridgeshire Local Plan Proposed Submission was approved at Full Council on 13 March 2014 and is to be submitted for examination.
6. Officers have carefully considered the views submitted through the PDCS and recommend making one change to the charging schedule which is to apply a £0 psm CIL rate to retail development in strategic sites. The rationale for this is that although it might be considered that retail development (even as part of strategic sites) is viable, Officers are also expecting general viability to be an issue on all the strategic sites being allocated through the Local Plan. The existence of retail CIL rate may result in complicated s106 negotiations, and if this value were instead to be captured through the s106 agreement rather than CIL, it is thought this is likely result in a greater level of affordable housing that might otherwise be the case.
7. The draft instalment policy has been worked up with Cambridge City Council and is considered to balance (i) the needs of a developer's usual cashflow model whilst (ii)

providing funding such that the service providers are able to deliver the relevant infrastructure.

Background

8. On 27 June 2013 Cabinet considered a report on the CIL PDCS and agreed:
 - A) To note the interim viability report attached as Appendix A to the report
 - B) To approve the Community Infrastructure Levy Preliminary Draft Charging Schedule (PDCS) shown in paragraph 40 of the report for consultation under the emerging Local Plan.
9. The Council consulted on the PDCS, alongside the Local Plan, between 19 August and 30 September 2013. To ensure maximum exposure in relation to the consultation, and to encourage feedback from all sectors, the Council (i) contacted statutory and non-statutory stakeholders advising them of the consultation (ii) provided an information board and staffed the Local Plan public exhibitions (iii) presented information to the Parish Planning Forum on 17 July and (iv) highlighted the consultation through a public notice.
10. As the Council's CIL approach is intrinsically linked to the new Local Plan it has been felt that the consultation on the Draft Charging Schedule was not able to take place until the Local Plan had been endorsed by the Council.

Preliminary Draft Charging Schedule responses

11. Under CIL Regulation 15 (7) 'The Charging Authority must take into account any representations made to it...before it publishes a draft of the charging schedule'.
12. The Council received a total of 232 representations, from 45 parties (including 12 Parish Councils) to the PDCS consultation.
13. **Appendix A** details a summary of the representations received to the PDCS along with what is currently a draft of the Councils response to these representations. The full statement of representations will be finalised and published ahead of the DCS consultation.

Draft Charging Schedule

14. The CIL Draft Charging Schedule proposed for consultation is as follows:

Use	Charge £/sqm
Residential (Area 1)	£100
All development for strategic development sites (Area 2)	£0
Residential for land at North of Teversham Drift (Area 3)	£125
Retail (up to 280 sqm)	£50
Retail (greater than 280 sqm)	£125
All other uses	£0

Area 1 being the whole of the District with the exception of the following:

Area 2 comprising land at the following strategic development sites:

NS/3 and SS/7 Northstowe

SS/2 Darwin Green

SS/3 (2) (the parcel Land North of Newmarket Road) Cambridge East

SS/5 Waterbeach
SS/6 Bourn airfield
SS/8 Cambourne West

Area 3 comprising land at SS/3 (2) (the parcel Land North of Teversham Drift) Cambridge East

15. This means that village sites as well as windfall sites, allocated through the local plan, will be subject to a CIL rate of £100 psm. All development in strategic sites will be exempt from CIL. It is suggested that one small area of land which forms part of a larger development in Cambridge should have a residential rate of £125 psm to mirror the rate proposed by Cambridge City.
16. Officers are proposing that a consultation on the Draft Charging Schedule should take place starting in April 2014, and for a period of no less than 6 weeks, such that all necessary arrangements can be made for the DCS to be submitted for examination in the Summer and as the Local Plan examination commences. The introduction of CIL is dependent on the adoption of the Local Plan and therefore at this stage officers think it unlikely for CIL to be introduced until Spring 2015.
17. For comparison purposes the current national CIL rates (adopted and consulted) are shown at **Appendix B**.

Infrastructure study

18. As part of the Local Plan evidence base, the Council commissioned an Infrastructure Delivery Study (IDS) to identify, over the life of the Plan, the infrastructure needs (i) across the District and (ii) for specific sites. This study also identified potential funding sources for these projects thereby highlighting a funding gap, which justifies the introduction of CIL in South Cambridgeshire.
19. The evidence resulting from the IDS is considered to be a 'live' document that will need to be subject to regular updates as required. It will form part of the Local Plan examination. The relevance of the IDS for CIL purposes is to simply show that a funding gap exists.
20. The IDS shows that the cost of infrastructure needs across South Cambridgeshire alone is in the region of £2.15 billion and that if the A14 upgrade (at a cost of £1.15 billion) is removed from the infrastructure list the total cost is £1 billion over the plan period.
21. A significant amount of this infrastructure arises from the new development sites that have been allocated in the draft Local Plan including some £380m and £52m towards transport and access infrastructure necessary for Waterbeach and Bourn/Cambourne developments respectively.
22. With a zero residential CIL rate for the strategic sites the Council will be able to negotiate section 106 contributions from these sites, but nevertheless it is still expected that additional funding is likely to be necessary from other sources to facilitate their delivery.
23. It is expected that a more detailed assessment of a number of particular transport infrastructure items (as identified in the Transport Strategy for Cambridge and South Cambridgeshire published April 2014) will be undertaken in the future.

24. The Transport strategy for Cambridge and South Cambridgeshire major transport programme April 2014 is shown at **Appendix C**.
25. Officers have undertaken an assessment of likely CIL revenues over the plan period (comprising both allocated sites and expected windfall sites) and this assessment currently shows an estimated total CIL revenue of £22.5m with the District Council retaining responsibility for £18m (once Parish Council contributions at 15% and an administration contribution at 5% have been deducted). The above figures are subject to change if one or more Parish Councils adopt a Neighbourhood Development Plan (where such Parishes would benefit from 25% of CIL receipts).
26. At present, and while the true extent of the funding gap is unknown, it is expected that the CIL revenue is likely to only contribute in the region of 10% of the funding gap, but this sort of figure is generally in line with national levels for expected CIL revenue.

Infrastructure list

27. In April 2013 Communities and Local Government undertook a Consultation on Community Infrastructure Levy further reforms. The outcome, as reflected in the CIL Regs 2014, is that CIL charging authorities are now required to consult on a Regulation 123 list during the rate setting process to provide more transparency to the development industry. A Regulation 123 list is a list of infrastructure items the charging authority intend spending CIL monies on.
28. As part of the PDCS the Council asked for suggestions as to what items should be funded through CIL revenue. The representations are summarised in **Appendix D** along with commentary highlighting some potential sources of funding.
29. In April 2013 Communities and Local Government (CLG) undertook a Consultation on further CIL reforms. The outcome, as reflected in the CIL Regs 2014, is that CIL charging authorities are now required to consult on a Regulation 123 list during the rate setting process to provide more transparency to the development industry.
30. **Appendix E** contains a draft Regulation 123 infrastructure list but at a high level rather than a detailed list (i.e. project types that CIL may be spent on but that section 106 contributions cannot be used to fund) to be consulted on.
31. Following consultation on the draft Regulation 123 list Members will be asked to approve a final draft version to be submitted as part of the CIL examination.
32. The Regulation 123 list will be capable of change at any point in the future subject to the Council having undertaken the necessary public consultation.

Relationship with Section 106 agreements

- (i) The introduction of the CIL Regulations does not of itself necessarily preclude the Council from continuing to use section 106 agreements to secure money from some new forms of development. The Regulations have, however, made this practice harder and put into statute the requirement that 3 tests must be satisfied for a relevant planning obligation can be secured: (i) necessary to make the development acceptable in planning terms; (ii) directly related to the development; and (iii) fairly and reasonably related in scale and kind to the development.
33. The Regulations prevent a project being funded through both CIL and section 106 agreements (a practice nationally known as 'double dipping'). In these circumstances

it is important that the Council carefully considers how section 106 agreements might continue to be used once CIL is adopted.

34. The PDCS proposed a CIL rate of £0 for residential development in those strategic development sites referred to under Area 2 of the proposed DCS at para 14. As such all onsite and offsite infrastructure arising from these sites will be secured through a section 106 agreement. This approach is widely accepted by the development industry as being the most appropriate solution.
35. The investigation into site allocations as part of the Local Plan process has highlighted that there are likely to be significant capacity issues in South Cambridgeshire primary schools, including those where village development is planned. It appears likely that the primary schools within these villages will require significant capital contributions to enable extensions to be delivered to accommodate the new residents.
36. Representations made to the PDCS (including comments from the County Council) have highlighted a concern that on the face of it the very nature of CIL offers no guarantee that money will be made available to primary school places, not least because there will be substantial demand placed upon CIL revenue, to help fund strategic infrastructure (including for examples transport improvements) and which in turn will enable more development to come forward in the District. As a result it is important to consider how funding towards primary school capacity can be properly addressed, such that relevant development can be considered 'acceptable in planning terms'.
37. The current view from District Officers is that it may be appropriate for Cambridgeshire County Council to continue to secure money towards Primary School improvements through section 106 agreements, but only where the needs of the development cannot be met through existing capacity. It is also the view of District Officers that the cost of the financial contribution will need to have a direct relationship between (i) the development child yield arising from the new development and (ii) the cost of providing those school places thereby ensuring the relevant CIL tests and the National Planning Policy Framework are complied with. In order to achieve this objective it is recommended that the Regulation 123 list should exclude the provision of primary school places.
38. A District wide assessment by Officers, of recently completed section 106 agreements for various scales of development, has demonstrated that in many cases CIL will not generate the same level of funding as currently experienced through section 106 agreements. In addition the independent viability studies, which have been undertaken (to recommend the proposed CIL rates), have included a cost for section 106 contributions. The evidence available suggests this approach, of securing a primary school contribution in addition to CIL, would not have a detrimental impact to the viability of development.
39. It is thought by Officers that a further benefit to the approach being suggested is that it will help to ensure CIL revenues will not need to be used to provide for primary school places in South Cambridgeshire, thereby freeing up this money to be used on other infrastructure priorities.

Instalment policy

40. Under the CIL Regulations CIL is payable in full within 60 days from the commencement date of the development unless the charging authority has

introduced an instalment policy under Regulation 69B. Any instalment policy must relate to calendar points in time, rather than by reference to specific 'development related stages' (e.g. prior to the occupation of a certain number of dwellings) and which forms of triggers have been commonly used in s106 agreements.

41. Regulation 70 sets out the requirements that are to be complied with for a developer to benefit from an instalment policy. Failure to comply with these requirements will result in the CIL liability being paid in full.
42. An assessment of instalment policies in operation by charging authorities who have implemented CIL has highlighted that there are very different approaches being adopted. Officers consider that there are likely to be a number of benefits from adopting the same policy as a neighbouring authority, if practical.
43. Officers are of the view that it would be helpful for developers if South Cambridgeshire looked to introduce the same instalment policy as being proposed in Cambridge City, thereby creating some consistency in what will be a very complicated new tax system.
44. Officers are recommending that the District Council consult on a draft instalment policy as set out in **Appendix E**.
45. Officers will review all comments received in relation to the draft instalment policy and will bring this matter before Council for approval before the implementation of CIL.

CIL Regulations and National Policy changes

46. Since the Council consulted on the PDCS the Government has made a number of further amendments to the CIL Regulations (published February 2014) and associated guidance. Some of the changes are summarised as follows:
 - (i) Exemption for self-build developments
 - (ii) Exemption for residential extensions and annexes
 - (iii) Exemption for communal areas of buildings (i.e. hallways and lobbies) provided within affordable housing flats (which are already exempt)
 - (iv) Extending the vacancy test to cover buildings that has been used for 6 months of the previous 3 years (rather than the one year previously required)
 - (v) To allow Councils to set differential rates based on the proposed number of units or scale of development (if the viability evidence supports this)
 - (vi) To allow Councils to continue to use more than five S106 agreements to fund an item of infrastructure up to April 2015 (rather than the previous date of April 2014)
 - (vii) Relaxation of discretionary relief requirements
 - (viii) More emphasis on the draft infrastructure list during the rate setting process
 - (ix) To allow developers to provide infrastructure (as well as land as present) in lieu of CIL payments
 - (x) CIL payments linked to reserved matters phases
47. The amendments referred to above will result in a decrease in CIL receipts that the Council might otherwise have used to fund infrastructure such as school places, recreational facilities and transport improvements.

Considerations

48. It is thought that the CIL project is reaching a critical stage as the consultation not least because the consultation on the Draft Charging Schedule will, in effect, cement the approach of the Council and on which the examination will be based.
49. Officers consider that the Draft Charging Schedule represents the best approach for South Cambridgeshire having particular regard to the new Local Plan and representations made on the PDCS.
50. It is intended that detailed work with Members, on infrastructure priorities, should take place ahead of the CIL examination and that such work should have close regard to the Cambridge City Deal.
51. The instalment policy being recommended has been shaped having regard to financial constraints (of development) whilst also ensuring payment of CIL monies sufficiently early on to enable infrastructure projects to be delivered.

Options and recommendations

52. Each of the recommendations are made on the basis that Cabinet give delegated powers to the Planning and New Communities Director to make minor variations to the current draft documents provided that such changes are within the spirit of what is being approved.

53. **Recommendation 1: Preliminary Draft Charging Schedule representations**

To note the summary representations made in respect of the Preliminary Draft Charging Schedule and note the Council's response

54. **Recommendation 2: Draft charging schedule**

Option 1. Approve the basic form of the Draft Charging Schedule for public consultation (Recommended)

Option 2. Approve an alternative Draft Charging Schedule for public consultation

Option 3. Note the Draft Charging Schedule as currently prepared and instruct further work to be undertaken

55. **Recommendation 3: Draft Instalment policy**

Option 1. Approve the basic form of the draft R123 infrastructure list for public consultation (Recommended)

Option 2. Approve an alternative draft R123 infrastructure list for public consultation

Option 3. Note the draft R123 list and instruct further work to be undertaken

56. **Recommendation 4: Draft instalment policy**

Option 1. Approve the draft instalment policy for public consultation (Recommended)

Option 2. Approve an alternative draft instalment policy for public consultation

Option 3. Note the draft instalment policy and instruct further work to be undertaken

Implications

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

Financial

58. Since Cabinet considered CIL on 27 June 2013 a City Deal has been announced and any likely financial implications will need to be considered going forward.

Legal

59. The Charging Schedule may only be adopted where the schedule has been through public consultation and receives a recommendation for adoption (with or without modification) from an inspector following an examination in public. The schedule must be based on relevant up to date information.
60. The implementation of CIL will require the development of a legally compliant charging system and will require monitoring and enforcement to ensure payments are made. An appeals process will need to be in place and how CIL is spent will need to be a matter of public record in order to comply with the CIL Regulations.
61. The recommendations contained within this report are the first stage of the process towards adoption of the charging schedule. The results of the consultation and further stages in moving towards adoption of a charging schedule will be the subject of further reports.

Staffing

62. No implications arising directly from this report

Risk Management

63. The CIL Regulations restrict the Council's ability to secure section 106 contributions after April 2015 which will have an adverse impact on infrastructure delivery.
64. The Council is working towards implementing CIL as a means of securing developer contributions; however, this project is closely linked with the emerging Local Plan to the extent that any issues arising from the Local Plan examination may impact on the date when the Council can have CIL in place.

Equality and Diversity

65. An Equality Impact Assessment (EQIA) screening conducted in May 2013, identified that a high priority full assessment should be undertaken before the policy was introduced. This is because the majority of impacts on people from different backgrounds was unknown during the screening exercise.

Climate Change

66. At the publication of the report no climate change implications were identified

Consultation responses (including from the Youth Council)

67. The Youth Council were consulted as part of the consultation on the Preliminary Draft Charging Schedule.

Effect on Strategic Aims

Aim 1 – We will listen to and engage with residents, parishes and businesses to ensure we deliver first class services and value for money

68. A7. Ensure the South Cambridgeshire Local Plan and Community Infrastructure framework are based on effective engagement

Aim 2 – We will work with partners to create opportunities for employment, enterprise, education and world-leading innovation

69. Approach - Planning for timely infrastructure to support developments
Approach - Maximising benefits to the community from new developments

Background Papers

Where [the Local Authorities \(Executive Arrangements\) \(Meetings and Access to Information\) \(England\) Regulations 2012](#) require documents to be open to inspection by members of the public, they must be available for inspection: -

- (a) at all reasonable hours at the offices of South Cambridgeshire District Council;
- (b) on the Council's website; and
- (c) in the case of documents to be available for inspection pursuant to regulation 15, on payment of a reasonable fee required by the Council by the person seeking to inspect the documents at the offices of South Cambridgeshire District Council.

Appendix A – Summary statement of representations on the PDCS

Appendix B – National CIL charges (Pinsent Masons circular)

Appendix C – Transport strategy for Cambridge and South Cambridgeshire major transport programme

Appendix D – Infrastructure items identified through the PDCS consultation

Appendix E – Draft R123 infrastructure list

Appendix F – Draft CIL instalment policy

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Agenda Item 7



REPORT TO: Scrutiny and Overview Committee

3 April 2014

LEAD OFFICER: Jo Mills, Director of Planning & New Communities

CONSERVATION SERVICE REVIEW

Purpose

1. To provide the Scrutiny and Overview Committee with details of the implementation measures we are putting in place by 5 May 2014 to support new ways of working in the Urban Design and Conservation Consultancy Team.
2. This is a not a key decision.

Recommendations

3. It is recommended that Scrutiny endorses the measures as being sufficient to drive the level of change sought for the new Urban Design and Conservation Consultancy team.

Reasons for Recommendations

4. This report is brought to the Scrutiny and Overview Committee to:

Clarify the proposed measures to support implementation of the new Service and to provide the opportunity for Scrutiny to discuss the extent to which they will support the new Urban Design and Conservation Consultancy team.

Executive Summary

5. This report outlines the proposed changes we are putting in place to provide the customer with a marked change of experience when dealing with the Council on all Conservation and Urban Design issues.
6. It describes each measure and the impact this will have on achieving change and is supplemented by **Appendix 1**. This is a clear matrix which shows what the customer would have experienced in the past compared to what the recommended changes are seeking to achieve.
7. We are proposing a series of measures to support the officers in working in this new way. This includes the DC Officer who will be empowered as the key contact and project manager for all applications, taking decisions on conservation and setting of listed building matters which would previously been undertaken by the specialist officer in the former Conservation Team.
8. The report provides details on a wider range of measures which includes training and new processes and procedures, which are all written down to provide clarity and consistency in approach.

9. We have provided a breakdown of responsibilities of the Planning Officer and Consultancy Officer for reasons of clarity, but also to demonstrate the shift in responsibilities to create a much more customer focused service.
10. Finally the report provides details of progress made in recruiting the new team and arrangements put in place to provide business continuity.
11. The report provides the opportunity for Members to discuss the recommendations and ensure that combined, they will achieve the desired outcomes. We have had to start putting some measures in place, such as training to ensure that staff are sufficiently up-skilled before the new service starts on 5 May. We are also pleased to report that we have had positive feedback from the Agents Forum on 17 March, that they are starting to see the benefits from the changes we have made.

Background

12. The report to Scrutiny in February 2014 provided an update on the broad strategy for implementing change within the Urban Design and Conservation and Services. This included:
 - A fit for purpose structure;
 - Recruitment of a new team who have the right competencies and professional skills;
 - A vision for the new team; and
 - A phased approach to implementation based on the principles approved by the Portfolio Holder in October 2013.
13. It is worth confirming that delivery of the previous Conservation Service was variable, it received compliments as well as complaints. The problems described in **Appendix 1** did not happen consistently, however their occurrence did present a sufficient risk to the Council. Customer dissatisfaction was cited as one of the main drivers for change.

Considerations

Proposed changes to the customer experience

14. We are seeking Members' views on the proposed measures, which have been designed so customers experience a marked difference when they access the services and also to ensure our officers are focusing their effort where needed. The proposed measures are:
 - a. Single point of contact with a named DC Planning Officer for each case, which will address the problems experienced previously with inconsistent opinions being given by different officers on cases.
 - b. The DC Planning Officer will use their professional skills and refer to a written triage process to draw in expertise of specialist staff as consultees only where it is needed. This will avoid the problem previously experienced where specialist officers were getting bogged down in unnecessarily detail.
 - c. The DC Planning Officer will manage the level of detail requested from the specialist officers as consultees and will weigh it up against other considerations before discussing any required changes to schemes with customers. Again this will help mitigate unnecessary detail being discussed with the customer.

- d. A Duty Officer providing an accessible advice service, providing Board advice on conservation as well as general planning issues; consistency will be achieved by developing the skills and knowledge of officers and providing them with FAQs. Previously customers complained of difficulty in getting a consistent view from officers, they were not always available and customers were often asked to write in with queries and provide detailed information to get a general view.
- e. Access to specialist staff on request; the process will still be managed by the Case Officer e.g. meetings to discuss changes to a scheme requested in a consultation response for an application. This will ensure when customers do need to discuss specialist advice, that it will be facilitated in the most efficient way. This will avoid the issues in the past where specialists entered into prolonged debates with customers with no concrete outcome.
- f. Same day emergency service to ensure that customers get quick decisions on important issues which require an immediate response. This would be piloted as a service for conservation issues for 3 months and is proposed the cost for the service should be £100 to cover costs. Previously it was difficult to get a quick response from officers, which presented a risk to our heritage buildings.
- g. Initial view pre-application service piloted for 3 months for listed building proposals only; providing a speedy in-principle view on whether customers' initial ideas are likely to be acceptable. This is provided on site with the customer present and gives the opportunity for the Council to steer proposals in the right direction, by discussing ideas at an early stage. This will benefit the customer by avoiding unnecessary time and expenditure in pursuing ideas which may be unacceptable. It is proposed the cost for this service should be £350.
- h. For larger applications, project management from initial feasibility to implementation of proposals by Case Officer on request, drawing in specialist skills in a co-ordinated and controlled way and ensuring delivery is timely. This will address previous concerns about delays and fragmented advice by different officers dealing with different aspects of the case.
- i. The Consultancy Team will provide a single point of contact for co-ordinating multi-disciplinary advice when requested by a Case Officer. Will also draw in sustainability/public art expertise as required. This will address the problem of delays and customers previously getting mixed messages about different aspects of cases and being asked for too much detail on relatively insignificant matters.
- j. The Consultancy Team will provide a single point of contact and undertake an enabling role for specialist conservation projects, such managing buildings at risk and wildlife enhancement scheme. Projects will be delivered according to a set of specific requirements defined by customers/partners and have clear timeframes. The team will facilitate partnership arrangements and use expertise to present options and new ideas, whilst respecting those of others. The service has previously had criticism about being too directive and always listening to others.

15. The benefits of the new service are cited against potential customer scenarios in **Appendix 1**. Customers will be provided with more certainty, timely decisions, and we will use our expertise to help them meet their desired outcomes whilst achieving high quality design and conserving our important historic, ecological and landscape assets.
16. It is proposed that the emergency service and initial view pre-application service both be trialed as a pilot for three months, this will allow us to monitor customer feedback and assess the implications on staff providing it. We will then decide whether it need to be adapted and if it should be extended to other planning proposals.

Supporting staff

17. We are also seeking Members' views on the following measures we are putting in place to support Planning Officers:
 - We have already undertaken staff skills analysis and surveys to understand the level of expertise in conservation and urban design amongst planners who are not included as specialists in the Consultancy team.
 - It has been interesting to note that some of the DC Planners had considerable conservations skills, which they were not previously empowered to use. These officers will be encouraged informally to support other less experienced officers in their decision making.
 - From 5 May 2014, DC officers will be making decisions on all conservation applications and setting of listed building applications. We have designed and delivered training in March based on what DC officers have told us they need to support them in doing this. All DC, New Communities and Policy Planners have attended and feedback has been very positive.
 - Follow-up training will be provided in April 2014 and we will then work on developing training needed to support officers in assessing some listed building applications and also in ecology, landscape and urban design issues.
 - We are regularly reviewing effectiveness of training and will use feedback to adapt the design of courses and to inform personal development plans for officers.
 - Easy to read, succinct guidance to support Planning Officers in making informed decisions on proposals in conservation areas and some listed building applications. For example stepping them through the process of assessing a common conservation proposal, such as a barn conversion or alternation to a thatched cottage. An example of officer guidance prepared for heritage statements is included in **Appendix 2**.
 - Written approaches on common considerations such as double glazing in historic buildings are prepared by the specialist officers and made available to all Planners so they are confident in dealing with issues consistently and efficiently. We have drafted a list of considerations with officers based on their experiences and specialist officers are preparing stances on how they will be dealt with. We will discuss stances at team meetings to reach a consensus on approach.

- Frequently asked questions for common customer enquiries to support Duty Officers in providing advice. These will also be put on the web to enable the public to self-serve, allowing professionals officers to spend their time in the most beneficial way.
- New process maps will be prepared to provide a consistent and clear record on how they will deal with customer queries, applications and other service requests. They will provide clarity on where effort should be focused and when different parts of the process should be undertaken, to get things done on time and allow the triage system to work.
- A written triage system which provides clarity to Planning Officers on what they need to pass to specialists for an opinion. It will also identify exceptions for example if the DC officer spots a complex issue on his initial site visit, which was not covered in application description
- Tools which support our approach such as:
 - Consultation templates, which will be specific about the level of detail Case Officers need
 - Timesheets which allow the Consultancy Team to recharge for their services and manage and monitor time spent on specific service requests. This will ensure they are being dealt with efficiently and maximise the use of our ICT system, to improve information flows.

Roles

18. As indicated above, the role of the Planning Officer and that of the Consultancy Officer is very different from the dynamic between the Planning Officer and officers in the former Conservation Service. The roles outlined below have been designed to provide the most efficient and effective service to the customer.
19. The role of the Planning Officer is to:
 - Provide a key point of contact for customers on all applications, pre-application and Duty Officer advice
 - Take the overall decision in relation to all applications
 - Decide when to engage specialists and what weight to give their advice in context of other considerations
 - Assess considerations in Conservation Areas and some Listed Building proposals
 - Manage the application process achieving effective outcomes in an efficient manner
 - Manage direct customer contact between the customer and specialist if required
 - Help define the terms of the Service Level Agreement (SLA) including specific requirements from Consultancy Team and performance targets
 - Accountable for delivering planning applications and monitoring the Consultancy Officer's performance against the agreed targets in the SLA

20. The role of the Consultancy Officer is to:

- Provide constructive, enabling and timely specialist advice to the Case Officer as a consultee
- Meet with the customer if instructed by the Case Officer, being open to ideas and provide clear, constructive and succinct guidance
- Find creative solutions to seemingly complex problems
- Where possible, provide customers with an indication whether something is acceptable as early in the process as possible
- Support and in some cases design training and other measures to up-skill Planning Officers and others including Councillors, Parish Councillors and partners where relevant
- To be the key point of contact for specialists on site works reporting to the DC Case Officer as overall Project Manager for discharge of conditions
- Develop and share best practice, using it to promote the Consultancy Service
- Increase understanding and convey the essence of a scheme from a specialist perspective and take a pragmatic approach relative to the value of the asset
- Regularly monitor and seek feedback from customers on performance
- To explore options were there is capacity to provide specialist consultancy to other neighbouring authorities and Parish Councils

Service Level Agreements (SLAs)

21. It is proposed that Service Level Agreements be used as an active tool in supporting the Consultancy Team in adopting a business-like approach. They will form an agreement between the relevant Planning Team and Consultancy Team, providing clarity on:

- The roles of the Planning Officer and Consultancy Officer
- Requirements of what the Consultancy Team needs to deliver opposite internal customer requirements i.e. DC, policy and New Communities
- Targets and expectations for level of service
- Management arrangements for the interaction between the planning teams and consultancy unit

Recruiting the new team and business continuity

22. The Council has recently advertised vacancies in the new Consultancy Team. The advertisements have a high profile on the most popular website for jobs in planning, and also for one post, on a specialist website for historic buildings jobs. Interviews are scheduled for late March 2014.

23. Four employees have transferred or been appointed to the new team and one employee has been given a permanent post elsewhere in the department. In addition, an interim officer applied and has been appointed to the part-time post of Consultancy Officer (Landscape).

24. We are using the services of Essex Design to provide additional urban design and historic building resources whilst the new team is being recruited. Essex Design is part of Essex County Council and operates a similar consultancy service to a number of local authorities. This is being undertaken under a shared service arrangement. We will be exploring the potential for this relationship to be developed further to provide professional supervision for the new team and also top up resource should

demand for service increase in the future. There would be significant merit in this as Essex Design are already operating in a business approach and are happy to share lessons learned from their own experiences.

Managing and Monitoring Excellent Customer

25. Providing excellent customer service is central to everything we do and as such we have developed a set of customer commitments to provide clarity on what internal and external customers should expect from the Consultancy Team. A draft is included in **Appendix 3**.
26. It is proposed that we regularly monitor our performance against targets agreed with our customers and use this information to review and adapt our service.
27. We will celebrate our successes and use examples of good practice to promote our service.

Implications

28. The proposals above are intended to achieve positive outcomes for the delivery of the Conservation Service. These are intended to improve customer service and deliver a more efficient fit for purpose solution.

Financial

29. The review will make a contribution to the corporate savings target, which will be reported in the Medium Term Financial Strategy in November 2013. It will operate in a business-like fashion, re-charging for time spent on paid services such as pre-applications and using management tools such as timesheet to monitor and manage time spent on activities, to ensure they are being delivered efficiently.

Legal

30. There are no specific legal implications arising from this report.

Staffing

31. We are in the process of recruiting to the Consultancy Unit, individuals who have the appropriate professional skills and competences to fulfil the role outlined above

Risk Management

32. Risks are recorded and monitored in the project risk register. There will still be an element of uncertainty for staff and customers as we enter the final stages of implementation, before the new service starts on 5 May 2014. We will continue to provide support and additional resources if necessary, to maintain delivery of services.

Equality and Diversity

33. We will prepare a training and development plan as part of the recommendations and will follow Council policies on staffing changes.

Climate Change

34. The training and development plan will include best practice on energy saving/conserving measures into design and conservation.

Consultation responses (including from the Youth Council)

35. The team identified a list of agents who regularly use the Conservation Service. Telephone interviews were carried out, and feedback is reported above. The feedback will be used to inform the recommendations outlined above.
36. Research of best practice has been gathered from other local authorities, professional bodies and relevant British standards. These have been used to shape recommended processes and procedures.
37. No consultation was undertaken with the Youth Council.

Effect on Strategic Aims

38. The recommendations seek to achieve the Council's three "A"s.
39. Conservation has an important role to play "*in offering an outstanding quality of life for our residents,*" however we are aware that measures are put in place to ensure that officers consider conservation in relation to wider considerations such as the Council's growth agenda including to create "*opportunities for employment, enterprise, education and world leading innovation.* "

Background Papers

- Planning Services Update presented to the Planning and Economic Development Portfolio Holder's meeting on 24 July 2013
- Scrutiny report February 2014

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Appendix 1: Customer scenarios : Comparison of the new customer service with that provided previously (put in landscape)

	Customer Scenario	Previous Service	New Service Provided	Level of new Service	Benefits of new service to customer
Page 35	1. I am thinking about extending my property which is in a Conservation Area and would like to speak to someone to get some general advice about the process and what I need to consider.	Customer queries were largely dealt with by the Conservation Team and with the absence of an agreed approach stances on issues varied often by officer. There were reports of some delays in getting advice from officers.	All technical questions, directed to the duty officer from the contact centre. The duty officer will provide general professional advice. The duty officer is available Monday to Friday 9:30 – 17:00. (Phase 1 measure in place by 5 th May 2014) All Duty officers have been trained and are provided with FAQs based on analysis of customer queries. This ensures the advice they are giving is targeted and consistent.	We aim to return all calls on the same day. If Duty officers need to refer a question to a specialist, the specialist will aim to return the call within 2 days	A consistent approach to advice Certainty - an officer will provide advice within an agreed timeframe That other planning issues/considerations are more likely to be picked up by a DC officer than if the enquiry was passed directly to a specialist
	2. I need to speak to someone to find out if the property I am thinking about buying is a listed building	Conservation officers dealt with all queries, affecting their capacity to deal with other matters. Officers were not consistently available at all times which led to delays in getting back to customers.	All customer calls are routed through the contact centre. They will deal with non-technical questions such as: <ul style="list-style-type: none"> - Whether a property is in a conservation area or listed - Point customers to listings on the web - Fees The contact centre has been provided with scripts and information prepared by professionals	The contact centre answer all calls within the same day	That professional officer time is freed up to provide a more responsive service on specialist matters More customers will receive an immediate response to relatively simple queries

	Customer Scenario	Previous Service	New Service Provided	Level of new Service	Benefits of new service to customer
3.	I have a listed building and would like to make it more energy efficient – where can I get more information on this?	The Conservation team provided information on this issue however Stances taken varied from officer to officer. There have also been instances when advice given to customers has changed when issues had been discussed with others in the team.	<p>The duty officer can provide broad advice on what may or may not be acceptable.</p> <p>We are drafting a series of guidance for internal use on how common issues including managing energy efficiency should be dealt with. These will be used to compliment training, providing clarity and a reference point for DC officers as they upskill and take ownership of basic decision making in relation to historic Buildings, Ecology, Landscape Design and Urban Design considerations. (Guidance which will be in place by 5th May)</p> <p>As the emerging Local Plan proceeds through the next steps to adoption we will be looking at how some of this guidance can be adapted to become adopted guidance/policy when it will be made available to the public on the web. (We aim to have this in place by end of Phase 2 November 2014)</p>	We aim to deal with or return all duty calls on the same day	<p>Guidance and training will improve consistency of advice and minimise occurrences of different advice being given on the same proposal</p> <p>That the duty officer service will ensure that the majority of customers are provided with answers to their queries on the same day</p>
4.	I have some ideas on extending my listed building, I don't want to get plans drawn up yet until I get some guidance from the Council. I am	Generally the onus was on the applicant to provide officers with information to enable them to reach a view on whether a proposal would be acceptable. In some cases the	<p>The customer can submit an initial view pre-application.</p> <p>Requests will be assigned to a DC case officer. In this example there are planning, ecology and Historic buildings issues. The case officer will manage the process, making an appointment with the customer,</p>	We aim to provide an in principle view within 10 days of registering the customer service request, unless otherwise agreed with the customer	Customer can get a view on whether something is acceptable or not in principle at an early stage avoiding expensive mistakes and the drawing up of proposals which are not acceptable

	<p>concerned that I might have bats in my loft and am not sure if the extension will be too close to my neighbour.</p>	<p>level of detail required was not in proportion to the issue which needed to be considered. On some occasions this would have resulted in customers incurring expenditure in getting plans drawn up to be informed later that proposals were not acceptable.</p>	<p>decide which specialist officers go on site with him/her and co-ordinate input from each specialist in order to reach an overall view.</p> <p>This service will be pro-active we will offer positive and practical solutions where possible and provide clarity on next steps. We will confirm our view by email</p> <p>We will charge a set fee of £300 for this service. It will be piloted for three months after which time a decision made whether it will be continued, amended and extended to other areas of planning</p>		<p>There will be an opportunity to discuss various options at an early stage and agree a preferred way forward with the planning authority</p>
<p>Page 37</p>	<p>5. I have developed a business plan for my farm which includes wind turbines and conversion of some of my farm buildings into houses. I have had some plans drawn up and would like some detailed comments on what elements are acceptable and where I might need to modify my ideas</p>	<p>The Conservation service did not have a formal, consistent pre-application process on occasions it meant customers experienced delays securing views from officers. Queries sent directly to specialists presented a risk of other planning considerations being missed or impacts of recommendations not being considered in relation to other professions. For example some</p>	<p>Where more detailed advice is needed the customer can submit a pre-application request for written advice</p> <p>This will be assigned to a DC case officer who will co-ordinate input from specialists such as the historic buildings officer and landscape design officer. The pre-application pro-forma is being reviewed to enable the customer to be more specific about the level of detail they need from the Council and whether they would like a meeting on site to discuss proposals. Similarly the case officer will send a pro-forma to the specialist officer which will specify what aspects he/she wants them to comment on. This will help keep the advice focused and proportionate.</p>	<p>We aim to provide pre-application advice within 20 working days of registering the pre-application, unless the customer requests a site meeting which may prolong the process. We will always agree a new time frame with the customer if we need longer to come to a decision</p>	<p>That the customer will receive one, agreed response which has been co-ordinated by the case officer.</p> <p>That the process ensures that record are kept in one accessible place so that customers can be certain that the advice given will stand if they decide to delay submission of an application</p> <p>That there is provision made for the customer to discuss options and</p>

		<p>recommendations given were not compliant with building regulations.</p> <p>Records of advice provided were not always kept in one place which meant that when some officers left the organisation there was no record of what had been agreed.</p>			<p>agree a way forward with a DC officer, providing certainty prior to an application being submitted</p>
<p>Page 38</p>	<p>6. I have submitted a listed building application for replacement UPVC windows and have just received a message from the DC case officer asking me to call him.</p>	<p>All listed building applications were dealt with by the conservation team. Whilst many applications were processed within the target date, there was not an agreed approach to ensure customers were be informed as soon as possible when proposals were clearly unacceptable. This meant in some occasions customers were advised of problems at much later stage in the process reducing their</p>	<p>All planning applications will be assigned to DC officers who will be the key point of contact for the customer. The DC officers will be trained and guidance will be provided which will enable them to identify early in the process when proposals are clearly unacceptable. In these instances the case officer will call the applicant as soon as possible and encourage them to withdraw the application. When possible he/she will discuss potential solutions and point customers to guidance, if available. If more detailed advice is needed from a specialist customers will be invited to use our in-principle pre-application service.</p>	<p>We will aim to assess applications within the 8 and 13 week targets</p>	<p>That customers will be given a clear view as soon as possible on whether their proposals are not acceptable.</p> <p>We will provide certainty to customers where possible by working with them to find an appropriate solution as quickly as possible</p>

		ability to remedy the situation and also generating more work in relation to processing the application than if it were withdrawn earlier.			
7.	I have just had a call from the case officer who has told me my proposal is largely acceptable although I need to amend the roof design of the extension so it is more in keeping with adjoining listed building	<p>Conservation officers were case officers on all listed building applications as mentioned above this presented a risk of other planning considerations being overlooked.</p> <p>We previously received a number of complaints which indicated that there were occasions that officers were taking an excessive stance in terms of design detail of alterations and use of materials. There were also reports of officers being unwilling to discuss alternative options.</p>	<p>The case officer will manage the application process including the input from consultees and will make the final judgment on whether a scheme is acceptable. Where schemes are largely acceptable but some amendments are needed, the customer will be invited to submit amended plans. Our process allows for one meeting between the customer, the case officer and relevant specialist to discuss the amendment required in more detail.</p> <p>A triage document is being prepared which clarifies when specialist officers need to be consulted.</p>	We will aim to assess application within the 8 and 13 week targets	<p>Overview by the case officer of each case will provide a check to ensure that the stance provided by specialists is reasonable and that customers are only asked to make changes that are essential.</p> <p>Where schemes are largely acceptable customers are offered the opportunity to openly discuss a way forward with the relevant officers which avoid unnecessary delays if the application was instead refused or withdrawn whilst ensuring the application is processed in a timely manner.</p>

	Customer Scenario	Previous Service	New Service Provided	Level of new Service	Benefits of new service to customer
8.	The case officer has just called me to advise that the historic building officer has asked for changes which my agent thinks are not necessary how do I get the issue resolved.	There have been instances of lengthy debates between applicant and case officer both in relation to information required from applicants to justify their stance or excessive changes to proposals to secure approval	<p>The case officer will invite the customer to a meeting where all parties can discuss the request and alternative solutions. If an agreement is not reached the applicant will be invited to withdraw the application and enter into further discussions through the pre-application process.</p> <p>In any event we will encourage applicants to use the pre-application process as far as possible to resolve issues and avoid delays at application stage. The case officer will maintain overall control of the decision making process. Potential risks raised in consultation responses will be discussed at the weekly DC team leader meeting and the aim will be to reach a consensus on the way forward before we speak to applicants. We are putting senior supervision in place to act as a sounding board in instances such as this and to ensure our approach is reasonable.</p>	<p>We will aim to assess application within the 8 and 13 week targets</p> <p>We will aim to give pre-application advice will be given within 10 or 20 days depending on the type of service requested</p>	<p>The measures put in place are to ensure that the Council is consistently reasonable in its approach.</p> <p>That resolutions to problems will be reached as soon as possible within an agreed timeframe</p>
9.	I have developed initial proposals for a mixed use development on a fairly large greenfield site which I intend to implement in two phases. I would like	There was not previously one point of contact for all applications, this would have made it more difficult for advice to be co-ordinated in the way described	All cases including major applications will be assigned a case officer who will be responsible for managing the process as well as making decisions. They will also be the key point of contact for the customer. We encourage all major applicants to engage in pre-application discussions and develop a planning performance agreement to ensure the process is		<p>Co-ordinated views will provide the customer with clarity and the confidence that appropriate weight has been given to all of the planning considerations.</p> <p>The new service will</p>

	to secure advice from the Council's specialist officers on the number of different aspects of the scheme. It would save me time if this was co-ordinated and provided as I need it.		managed effectively and timeframes are adhered to. The project co-ordinator role has been created within the consultancy unit to support the planning officer in co-ordinating specialist officer input into this process and ensuring advice is co-ordinated and provided in a timely manner.		ensure that advice is timely and input is provided to the customer when needed.
Page 41	10. My builders are on site and have told me that the roof riles you have approved have been discontinued, they have brought others that look similar but would like to get your agreement before they put them in place	There was no emergency process in place which resulted on occasion in delays in making crucial decisions. This presented a significant risk to listed buildings.	We have put an emergency same day service in place. The relevant officer will come out on site and provide advice to mitigate the issue. Our policy defines the criteria for emergency situations. We will also aim to provide this service when unexpected problems occur on site and quick decisions would be highly beneficial for the customer. A call out fee of £100 will be applied to this service	The emergency advice service will provided on the same day unless agreed otherwise	This service will help protect our listed buildings when at risk. It will also provide assurance for customers that we have a process in place should an emergency occur. Delays and costly mistakes can be avoided if advice is provided quickly The risk of enforcement is minimised if we have the opportunity to intervene before mistakes are made
	11. I am concerned that about the length of time that it	A number of conditions are not fit for purpose and as	We have reviewed our conditions for historic buildings, ecology, landscape and urban design to ensure that they are fit for	The project management service will allow us to agreed	The new service will provide greater certainty for customers when

	<p>might take to discharge the conditions on my application and the impact that this will have on getting started on site.</p>	<p>such present a risk to the Council. There was no consistent process for discharging conditions which in many occasions lead to significant delays.</p>	<p>purpose. We have also prepared guidance to ensure that officers are clear on how and when they should be used and who needs to be involved in their discharge. We can provide a project management service similar to the PPA (Planning Performance Agreement) where case officers can manage the process of discharging conditions. The cost for this service will be based on officer time and agreed in advance of the service being provided.</p>	<p>clear timeframes for discharging conditions</p>	<p>planning implementation of their consents.</p>
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Appendix 2: Sample of Guidance prepared to support Planning Officers

“Guidance for Planning officer on Heritage Statement Requirements”

Types of Applications for which a Heritage Statement is required:

- Listed Building Consent
- Planning permission for proposal affecting a nationally or locally listed building including its curtilage
- Planning permission for proposal affecting nationally or locally designated parks & gardens
- Planning permission for proposal affecting an ancient monument or its setting
- Planning permission for proposals affecting undesignated heritage assets that are recorded on the Historic Environment Record including known archaeological sites or known historic buildings

Whilst the scope & degree of detail necessary in a Heritage Statement varies with the particular circumstances of the application, general guidance is shown below.

LISTED BUILDING CONSENT

Format: Written Statement / Relevant Plans & Maps / Photographs

Scope: Whole / Section of building affected by proposals to include where relevant

- Schedule of works to Listed Building(s), site and setting
- Analysis of **significance** of archaeology/history/character/development of building
- Assessment of **harm** of proposals on significance of asset together with any justification or mitigation eg independent structural report if demolition is proposed on grounds of being structurally unsound or market report if uneconomic
- Landscape plan taking into account setting of designated & any adjacent assets

As of 6 April 2014, a number of heritage provisions will be introduced aiming to simplify the listed building consent scheme including

- *Listed Building Heritage Partnership Agreements*
- *Local Listed Building Consent Orders*
- *Certificates of Lawfulness of Proposed Works*

Once full details are known of the above, similar guidance will be inserted here

PLANNING APPLICATIONS

Format: Written Statement / Relevant Plans & Maps / Photographs

Scope: Heritage assets related to or impacted by proposal

- Plans showing historic features that exist on or adjacent to application site
- Analysis of **significance** of archaeology/history/character of the heritage asset
- Assessment of **harm** on special character of heritage asset

Heritage statements for applications affecting archaeological assets should include

- A desk-based archaeological assessment & an archaeological investigation of the site initially based on existing published material & the preservation and/or recording of historic of archaeological importance
- In some cases a written Scheme of Investigation or investigative works prior to submission may be required. Discussion as to relevance/requirement for this or need for consultation with Historic Environment record will be indicated in pre-application report.

For the avoidance of doubt the following categories of application **do not** require the submission of a Heritage Statement:

- Householder for Planning Permission for works or extension to dwelling -regardless of whether the property lies within the Conservation Area
- Approval of Details reserved by condition
- Advertisement Consent
- Lawful Development Certificate for an existing use or operation or activity including those in breach of planning condition
- Lawful Development Certificate for a proposed use or development
- All types of Prior Notification Application (for agricultural works & works by electronic communication code operators)
- Application for Hedgerow Removal
- Application for Tree Works

SOURCES OF INFORMATION

Historic Maps can be found at www.old-maps.co.uk

Listed Buildings - Listed Buildings Online gives formal designation information on individual buildings of special architectural and historic interest.

<http://lbonline.english-heritage.org.uk/Login.aspx>

Conservation Areas/ Scheduled Ancient Monuments/Registered Historic Parks & Gardens - The location of these designated heritage assets are shown on the Local Development Framework Adopted Proposals Map. It does not show the settings of the assets or the curtilage of Listed Buildings

[Http://www.scambs.gov.uk/Environment/Planning/LocalDevelopmentFramework/AdoptedProposalsMap.htm](http://www.scambs.gov.uk/Environment/Planning/LocalDevelopmentFramework/AdoptedProposalsMap.htm)

Information on some of the District's Conservation Areas is given in Conservation Area Appraisals

Information on Scheduled Ancient Monuments together with a comprehensive archive of archaeological sites and finds is available from

www.cambridgeshire.gov.uk/leisure/archaeology/historic/record

The Heritage Gateway gives online access to national & local records of England's historic sites & buildings including Historic Parks, Gardens & designed landscapes.

<http://heritagegateway.org.uk/gateway/about/default.aspx>

Appendix 3: Draft Consultancy Team Service Standards Statement Objective: Putting Customers First

Our goal is to provide a first class, friendly and accessible consultancy service which gives our customers confidence and us pride.

Our priority is to provide a fast, efficient and relevant service for our customers.

We are striving:

1. To provide an excellent service to all customers
2. To continuously improve efficiency
3. To ensure that customer service is measured across all areas of the business
4. To use feedback from customers to help us improve our levels of customer service

Customer Commitments:

1. To actively listen to our customers and understand their requirements
2. To recognise that there are often a number of viable options to achieving outcomes
3. To be pro-active, working with our customers to find creative solutions to difficult problems
4. To use the most effective way of contacting/liasing with our customers
5. To only ask for more information or detail if it is essential

We regularly monitor our progress against these and other service objectives and will regularly publish electronic performance monitoring information so you can monitor how we are performing.

Service Standards

For internal customers

Our service performance standards are as follows:

- We aim to acknowledge all correspondence within two working days
- We aim to provide specialist comments on non-urgent referrals within 20 working days of receipt of all relevant information
- We aim to provide specialist comments on urgent referrals within 10 working days of receipt of all relevant information
- We aim to provide immediate advice on straight forward matters an ad hoc basis in person or over the phone where possible, or where prior research required, offer them an appointment to discuss the matter at another mutually convenient time

- Customer satisfaction with speed of response, clarity of advice and overall quality of service will be measured by the issuing of customer feedback forms once advice has been issued

For external customers

- We aim to acknowledge all correspondence within five working days
- We aim to provide specialist comments on non-urgent referrals within 20 working days of receipt of all relevant information
- We aim to provide specialist comments on urgent referrals within 10 working days of receipt of all relevant information
- We aim to provide immediate advice on straight forward matters an ad hoc basis in person or over the phone where possible, or where prior research required, offer them an appointment to discuss the matter at another mutually convenient time
- Customer satisfaction with speed of response, clarity of advice and overall quality of service will be measured by the issuing of customer feedback forms once advice has been issued

Agenda Item 8



South Cambridgeshire District Council

Scrutiny and Overview Annual Report 2013/14

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FOREWORD

Foreword to be inserted by the Chairman of the Scrutiny and Overview Committee and the Chairman of the Partnerships Review Committee.

What is Scrutiny and Overview?

The aim of the Council's scrutiny and overview function is to provide an open and transparent forum in which to investigate whether South Cambridgeshire District Council's policies and services are meeting the needs of local people.

Scrutiny and overview committees do not have any decision-making powers, but they do have the power to influence and make evidence-based recommendations to decision-takers. Such recommendations could be informed via performance monitoring, best practice, expert advice, or liaison with stakeholders, partners, service users or members of the public. Scrutiny and overview committees are often described as a Council's 'critical friend'.

Scrutiny and overview committees can also challenge executive decisions, taken by Cabinet, individual Portfolio Holders and occasionally Chief Officers. The Chairman of the Scrutiny and Overview Committee or any five Councillors can, in certain circumstances, 'call-in' a decision that has been made but not yet implemented in accordance with the Council's Scrutiny and Overview Committee Procedure Rules. The Committee is then able to interview the relevant member of Cabinet or officers, examine the evidence and suggest improvements to the decision, or refer it to Full Council for further consideration.

Effective scrutiny provides an additional, independent resource for reviewing decisions and policies without being divisive or confrontational. Councillors on scrutiny and overview committees are in a unique position to influence policy and contribute to the decision-making process.

When working well, scrutiny and overview can help to:

- get to the heart of issues
- develop new ideas
- engage and provide a voice for service users
- improve decision-making
- strengthen accountability
- contribute to policy development
- monitor and improve services

Scrutiny and Overview at South Cambridgeshire District Council

South Cambridgeshire District Council has two scrutiny and overview committees; the Scrutiny and Overview Committee and the Partnerships Review Committee, both of which consist of nine non-executive District Councillors drawn from the political groups in the same proportion as they are represented on the Council as a whole.

The Partnerships Review Committee was introduced to the Council's committee structure on 23 May 2013 at the Annual General Meeting of the Council, where the size of the Scrutiny and Overview Committee was reduced from thirteen to nine. The Partnerships Review Committee has a specific remit to scrutinise, challenge and hold decision takers to account on issues relating to the work of those organisations in the area of South Cambridgeshire, which may or may not involve formal partnerships. Whilst the Partnerships Review Committee's work is mainly externally focussed, the Scrutiny and Overview Committee retains its role of holding executive decision takers to account and centres on those issues considered as 'internal'.

The following Councillors served on the respective committees for the 2013/14 municipal year:

Scrutiny and Overview Committee

Chairman: Councillor Roger Hickford
Vice-Chairman: Councillor Sue Ellington
Councillors:
David Bard
Alison Elcox
Jose Hales
Lynda Harford
Douglas de Lacey
Bridget Smith
Bunty Waters

The following Councillors were available as substitutes during the year:

Councillors:
Val Barrett (Substitute until 28 November 2014)
Kevin Cuffley (Substitute from 28 November 2013)
Neil Davies
Andrew Fraser
Roger Hall
Tumi Hawkins
Robin Page
Deborah Roberts
Neil Scarr
Edd Stonham
Aidan Van De Weyer

Partnerships Review Committee

Chairman: Councillor Ben Shelton
Vice-Chairman: Councillor James Hockney
Councillors:
Alison Elcox
Andrew Fraser
Jose Hales
Roger Hall
Janet Lockwood
Neil Scarr
Tim Scott (Member from 28 November 2013)
Aidan Van De Weyer (Member until 28 November 2013)

The following Councillors were available as substitutes during the year:

Councillors:
David Bard
Neil Davies
Tumi Hawkins
Douglas de Lacey
Deborah Roberts
Edd Stonham
Bunty Waters
Aidan Van De Weyer (Substitute from 28 November 2013)
Susan van der Ven

How do the scrutiny and overview committees decide what to scrutinise?

The scrutiny and overview committees set their own work programmes and topic suggestions can be gained from numerous sources, including: -

- individual Councillors
- local petitions
- partner organisations
- officers
- residents
- Portfolio Holder Scrutiny Monitors
- the Council's Forward Plan of key decisions

Programme planning takes place at the start of the municipal year and the committee's work programmes are considered as standing items at every meeting of each committee. Additional items for consideration will usually be added during the year as and when they arise, which can be a mixture of one-off topics and items that may require more in-depth review.

The Chairman and Vice-Chairman of the two scrutiny and overview committees usually meet with officers from Democratic Services to agree upon the agenda content and running order prior to each of their meetings.

The Partnerships Review Committee and the Scrutiny and Overview Committee have both recently adopted a new work programme prioritisation tool, attached at Appendix A to this report. This enables both committees to assess those items that have been suggested or put forward and ascertain whether they should be included in their work programmes, as well as determine their level of priority.

Items included in the work programme usually go through an initial scoping process. This provides an opportunity to consider the rationale behind the Partnerships Review Committee or the Scrutiny and Overview Committee looking into the particular issue, the purpose or objective of scrutiny involvement and a methodology or approach that will be followed for the piece of work.

Scrutiny Reviews

Scrutiny Reviews provide the Partnerships Review Committee and the Scrutiny and Overview Committee with opportunities to consider specific issues in more detail, sometimes outside of formal meetings involving a small group of Councillors with experience, expertise or an interest in the subject being reviewed. The Partnerships Review Committee or Scrutiny and Overview Committee will ultimately agree whether or not a Scrutiny Review on a particular issue will be undertaken. Any initial requests for Scrutiny Reviews will go through a scoping process to outline terms of reference for the review and identify how the piece of work should be conducted. Reviews could be undertaken through one of the following options:

Scrutiny Review by the Full Committee

A Scrutiny Review by the full Partnerships Review Committee or Scrutiny and Overview Committee could take place when all Councillors on the relevant committee express an interest in scrutinising a specific issue. These meetings would normally be held in public with the review culminating in formal recommendations to a decision taker.

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 six months. These meetings are usually not held in public.

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 or 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. The informal format of these meetings would mean that they are not held in public.

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 or decision takers.

Work of the Partnerships Review Committee during 2013/14

The Partnerships Review Committee met as a full committee on five occasions in the 2013/14 Municipal Year, as follows:

11 July 2013

Local Neighbourhood Policing Panel

Chris Savage, Inspector from Cambridgeshire Police, and Mike Hill, the Council's Director of Health and Environmental Services were in attendance for this item and outlined the current situation regarding the Local Neighbourhood Policing Panel meetings. The Committee put forward its views on proposals for re-formatting the meetings in order to inspire those members of the community who did not engage in the Panel meetings and encourage both District and County Councillors to attend.

Inspector Savage reported that engagement with young people in Histon and Impington had been particularly successful, with 250 responses received to a Panel survey. Students at Cottenham Village College had requested that communications be made to them via their Twitter accounts, rather than face-to-face dialogue with Police Community Support Officers. Dedicated youth workers also engaged with the students to gain wider views on issues that might affect them.

The Partnerships Review Committee asked Inspector Savage and Mr Hill to:

- (a) review the Social Media Strategy to include Facebook as a means of communication between the Police and public;
- (b) rotate the times and venues of Panel meetings;
- (c) share best practice between the individual Panels;
- (d) invite the Youth Council to become involved in future Panel meetings
- (e) use the experience gained from the Waterbeach and Landbeach Action for Youth meetings to set up similar opportunities for young people in other areas of the district;
- (f) Include an item on Neighbourhood Panels in the next available *South Cambs Magazine*;
- (g) Encourage further engagement with District and County Councillors.

11 October 2013

Health and Wellbeing – 11 October 2013

Mike Hill, the Council's Director of Health and Environmental Services, presented a briefing note to the Committee which provided background information on the following aspects of the health and wellbeing agenda:

- national health structures including Clinical Commissioning Groups, Local Commissioning Groups and Healthwatch;
- Health and Wellbeing Boards;
- Local Health Partnerships.

Mr Hill also explained the roles of the numerous bodies established locally following changes to national health structures as a result of the Health and Social Care Act 2012.

The Committee was provided with a health profile of South Cambridgeshire for 2013, which stated that the health of people in South Cambridgeshire was generally better than the national average. A significant amount of data on a range of issues relating to health and wellbeing in the district was available via the Joint Strategic Needs Assessment, but the following were highlighted as the main issues for South Cambridgeshire:

- an increased demand for services from older people due to an increase in population for that particular demographic;
- approximately 33% of people over the age of 65 lived in homes that were considered as not meeting decent homes standards. A key issue for South Cambridgeshire was that some people were capital rich, but revenue poor;
- the district was currently below the county average for people over 65 getting flu vaccinations;
- fuel poverty was an issue for people generally within the district;
- the travelling community were reluctant to access health services and as a result had a relatively low life expectancy;
- migrant workers were involved in more road traffic accidents than the settled population;
- the relatively high number of road deaths;
- the relatively high incidences of malignant melanoma.

Members were asked to engage with their local residents to establish main issues of concern regarding health and wellbeing in their areas.

Equalities Partnership Working

The Committee considered a report from Paul Williams, the Council's Equality and Diversity Officer, which set out how South Cambridgeshire District Council was sharing equality and diversity services, and best practice, with other local authorities.

The Council's Equality and Diversity Officer had been providing consultancy and support services to Uttlesford District Council and Cambridge City Council. Feedback from both local authorities was positive and the current arrangements worked well for all concerned as Uttlesford District Council and Cambridge City Council received a good level of service with tangible outcomes and South Cambridgeshire District Council generated an income. Approximately 25% of the Equality and Diversity Officer's time was taken up by the other two local authorities and this was reviewed in line with local commitments and projects.

Andrew Lansley MP

Andrew Lansley, Member of Parliament for Cambridgeshire South, attended a question and answer session with the Committee on a range of issues, including:

- the cost of living and the gap between those less and better well-off;
- Doctor waiting times and changes to public health provision;
- the government's 'help to buy' scheme;
- the Greater Cambridge City Deal;
- affordable housing in small villages and larger developments;
- the A14 improvement scheme;
- the rollout of superfast broadband.

20 November 2013

Greater Cambridge City Deal

Councillors Tim Bick, Leader of Cambridge City Council, Martin Curtis, Leader of Cambridgeshire County Council and Ray Manning, Leader of South Cambridgeshire District Council, gave the Committee a presentation on the proposed Greater Cambridge City Deal.

During discussion Members made a number of points, including:

- the opportunity to borrow more money to accelerate the building of additional council houses would be welcomed;
- the Greater Cambridge City Deal was the largest proposal of its type to be considered by the Government;
- local Members of Parliament were in favour of the proposal;
- all three Councils had been involved in the proposal, together with representatives from Cambridge University and the Local Enterprise Partnership;
- part of the Deal was to enable the lifting of the Housing Revenue Account cap to enable funds to be raised to meet housing need;
- there was real concern that businesses would move out of the area if infrastructure was not improved;
- if the Greater Cambridge City Deal was to proceed, an announcement would be made in the Autumn Statement. Shared governance arrangements would also have to be created, consisting of members from the three participating authorities plus the Local Enterprise Partnership and Cambridge University.

The Committee outlined its support of the Greater Cambridge City Deal proposals.

21 January 2014

Youth Issues

The Committee facilitated a discussion item on youth issues and the services provided to young people in South Cambridgeshire. Attendees included Sarah Ferguson, Service Director for Enhanced and Preventative Services at Cambridgeshire County Council, who reported that the County Council had been reviewing the way it provided Children's Centre services, in order to make savings of £1.5 million in 2014-15 and deliver services more efficiently. A formal public consultation had taken place between 25 November 2013 and 13 January 2014, focussing on services for children aged 0-5 years. Proposals were to move from 40 individually managed Children's Centres to a more flexible and targeted model based around 12 clusters. In addition, it was noted that the County Council was looking at integrating the planning and commissioning of services, and was working closely with the new health commissioners regarding the commissioning and integration of relevant services.

Representatives from Swavesey Village College, Romsey Mill and the Shelford and Stapleford Youth Initiative also attended the meeting and provided the Committee with brief presentations on the role of their organisations and how they provided services to young people in the district.

Outside Bodies

The Council's Civic Affairs Committee agreed on 5 December 2013 agreed that update reports from those Members appointed to outside bodies should provide written update reports to the Partnerships Review Committee. Updates on the following outside bodies were received by the Committee:

- Cambridge Airport Consultative Committee;
- Linton Community Sports Committee, now known as the Linton Voluntary Community Business and Premises Group;
- County Advisory Group on Archives and Local Studies.

11 April 2014

(Information to be added following the meeting of the Committee on 11 April 2014)

Work of the Scrutiny and Overview Committee during 2013/14

The Scrutiny and Overview Committee met as a full committee on six occasions in the 2013/14 Municipal Year, as follows:

4 July 2013

Youth Council

The Committee considered an update report from the South Cambridgeshire Youth Council, which included updates on the following:

- local schools had been surveyed to capture best practice from across the district. A final report would be produced for submission to the providers of the new school for Northstowe;
- preparation for the Park Life event in August had begun, together with the launch of its health and wellbeing campaign;
- the '10 sofas, 10 minutes' initiative had been launched by four Youth Councillors attending the fourth Cambridge Conversations event at Emmanuel College;
- the Youth Council would attend the Summer Business Forum in Cambourne in early July to discuss employment opportunities for young people as well as help young people understand what employers need from them;
- work on next year's election had begun as it needed to be timed with the South Cambs Magazine to ensure that all young people across the district had the opportunity to volunteer to be a Youth Councillor.

Mears Annual Report

Steve Wilson, Regional Director of Mears Group PLC, attended the meeting and presented an annual report of performance for April 2012 – March 2013.

Mears Group PLC was the biggest social housing maintenance and repairs company in the country and Mr Wilson reported that 100% of the Council's respective staff had been transferred to Mears when it was initially awarded the contract in 2012. Mears had undertaken more than 13,000 repairs in the first year of its contract and refurbished 189 homes. Most of the Council's targets had been exceeded, with the following key performance indicators falling short of target:

- emergency repairs completed on time (99.70% performance against 100% target);
- urgent repairs completed on time (94.92% target against 95% target);
- voids – completion on time (94.86% against 95% target);
- quality inspections – repairs (81.71% against 95% target).

The Committee was satisfied that the first three key performance indicators listed above were short of target by a very fine margin, but sought an explanation as to why the fourth indicator had more significantly underperformed. Mr Wilson explained that Mears had not carried out enough inspections and would be looking to improve performance in this area in 2013/14.

In terms of complaints monitoring the Committee noted that there were two main categories for complaints, namely service requests and formal complaints. Service requests would be dealt with and resolved at the time they were reported. Formal complaints were logged on a Formal Complaints Register and reported to the Council. A supervisor or manager would then be assigned to investigate the complaint.

Staff at Mears' contact centre were able to diagnose any reported problems and correctly categorise them in the first instance to ensure that necessary works could take place. Mr Wilson made it clear that it would not be in Mears' commercial interest to turn down a request for repair if it was necessary, but at the same time had an obligation to safeguard the Council's resources.

Communications Strategy

Councillor David Whiteman-Downes, Portfolio Holder for Corporate and Customer Services, presented the Communications Strategy to the Committee and outlined its vision, together with the Council's key methods of communication.

The Committee noted the following points:

- the Local Plan was a good example of how well the Council consulted and engaged with people in the district. In excess of 35,000 responses to the Local Plan had been received as part of the consultation, either via the formal consultation process, participation at public meetings, through direct discussion with officers at workshops or by letter, telephone or email;
- acknowledging that not everyone would be happy with the outcomes of some of the Council's big decisions, such as the Local Plan, it was important to be clear about and explain why certain decisions were taken. The Council's in-house magazine was a very good way of achieving this due to the fact that it was distributed to all residents in the district;
- the Council's magazine was produced on a quarterly basis, which was in keeping with Government guidance to prevent unfair competition for local media;
- the use of acronyms and jargon was something that the Communications Team would be discouraging as much as possible across all of its key methods of communication;
- the Communications Team monitored and responded to any messages sent to the Council's Twitter feed;
- the Council had systems in place to enable it to respond to any urgent issue, from a media perspective, 24 hours of the day, seven days a week.

5 September 2013

Youth Council update

The Scrutiny and Overview Committee considered a briefing note on South Cambridgeshire Youth Council's progress to date, which included 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.

Position Statement: Finance, Performance and Risk

Councillor Simon Edwards, Deputy Leader and Portfolio Holder for Finance and Staffing presented 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.

Councillor Edwards highlighted 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.

Councillor Roger Hickford, Chairman, reported that he had attended an informal meeting with the Vice-Chairman and the Council's Policy and Performance Manager to discuss the current Corvu performance management system and the number of indicators that were monitored. The Committee was reminded 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.

Community Infrastructure Levy

Councillor Nick Wright, Portfolio Holder for Planning and Economic Development, presented a report on the Council's latest position with regard to the Community Infrastructure Levy. He highlighted work undertaken to date and next steps towards the adoption of the Levy, including a Preliminary Draft Charging Schedule which had been approved by Cabinet on 27 June 2013 for consultation under the emerging Local Plan.

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.

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.

The Committee:

- (a) requested more clarity on the support provided by the District Council to Parish Councils with regard to Neighbourhood Plans;
- (b) suggested that engagement with District Councillors should have taken place at a much earlier stage with regard to the Council's Community Infrastructure Levy proposals.

Redundant ICT Equipment

The 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 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.

Shared Equity Schemes

Councillor Mark Howell, Portfolio Holder for Housing, presented a briefing note on Shared Equity Schemes, specifically with regard to the equity share properties that had leases dated after January 2006. He emphasised that any delays in a person selling their property or seeking to leave a Shared Equity 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 a Shared Equity 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. A further suggestion was made that shared equity houses that had been on the market for a long period of time should be considered for purchase by the Council in accordance with the Empty Home Strategy.

7 November 2013

Conservation Service Review

Councillor Nick Wright, Portfolio Holder for Planning and Economic Development, provided the Committee with an update on a review of the Council's conservation service. The main drivers identified for the review were noted as being the way in which the service responded to the Planning Policy Framework, the imminent Local Plan and an emerging growth agenda as well as the perception of internal and external service users.

Councillor Wright explained that he had been exploring a number of options for delivery of the service in relation to the project objectives, which were to:

- conserve and enhance the quality of the environment in South Cambridgeshire;
- deliver a service that was agile, customer focused and able to meet new demands;
- be as cost effective as possible.

It was noted that urban design had subsequently been included in the scope for the review of the conservation service. This was in response to comments received as part of the informal staff consultation exercise when it was requested that urban design be included because of its relationship with conservation, particularly the link between design of buildings, development schemes and landscapes.

An in-house model had also been strongly supported by the teams across the service area as well as by customers, largely because it could be designed to be more responsive and provide advice based on local knowledge. Feedback received internally and externally identified that a significant change in culture was necessary to provide a fit for purpose in-house solution.

The Committee noted that formal consultation had commenced with staff, which would inform final recommendations in December 2013 for implementation from January 2014.

Members sought an opportunity to discuss service priorities during the transitional period and suggest ways in which to move the service forward following implementation of the Portfolio Holder's final recommendations.

Enforcement and Inspection Review

The Committee considered a briefing note which provided an update on the Council's Enforcement and Inspection Policy consultation.

On 12 September 2013 Cabinet had agreed to commence consultation with residents, businesses and parishes in South Cambridgeshire on the Council's draft Enforcement and Inspection Policy. The Committee learned how this consultation would be undertaken over the coming months and made reference to providing the 200 businesses already on the new South Cambridgeshire District Council Business Register with a link to the consultation survey, in addition to a selection of licensing and food businesses. A comment was made that the survey should be circulated to as many businesses as possible, noting that an article encouraging responses from residents and businesses would be included in the Council's magazine.

It was agreed that Members should encourage the Parish Councils they represented to respond to the survey.

Position Statement: Finance, Performance and Risk

Councillor David Whiteman-Downes, Portfolio Holder for Corporate and Customer Services, provided the Committee with a statement on the Council's position with regard to its General Fund, Housing Revenue Account, capital budgets, corporate objectives, performance indicators and strategic risks.

The Committee was informed that the Customer Contact Centre was working hard to resolve issues at the first point of contact, rather than refer calls onto back office staff. It was noted that targets had been exceeded for first time resolutions which were now performing at 86% against a target of 80%. One of the negative aspects of this approach in the interim was that calls were taking longer than usual to deal with, meaning that call waiting times had increased. The Contact Centre was looking to address peak call times, which was another contributing factor to increased call waiting times. The Committee suggested that the number of instances where a caller ended their call before it was answered, known as drop-off rates, should be monitored.

Considering other aspects of the performance information contained within the report, the following comments were noted:

- targets for Planning and Economic Development were not very aspirational and should be reviewed. These materialised from the former Government's national

indicator set, but for Planning and Economic Development were still published by the Government and used as national benchmarks;

- the target for the percentage of undisputed invoices paid in 30 days was set very high. This had been done purposely to chase high performance, ensuring that the Council was not charged in accordance with new rules relating to the late payment of invoices.

With regard to the Council's financial report, concerns were expressed regarding the predicted overspend relating to refunds on bills issued to non-domestic ratepayers resulting from revaluations agreed by the Valuation Office. The new rules regarding non-domestic rate collection were noted, together with the fact that the Council now had to reimburse such refunds, even if an original appeal pre-dated the new arrangements.

16 January 2014

Mears – update on performance and complaints

Councillor Mark Howell, Portfolio Holder for Housing, provided the Committee with an update on Mears' performance and complaints. Warren Gannaway, Regional Manager at Mears, was also in attendance and answered questions from Councillors, explaining Mears' definition of complaints and the process for dealing with them.

A number of concerns were expressed regarding the requirement for complaints to be submitted in writing, which the Committee thought would deter some clients from complaining. The reasoning behind this policy was explained and the Committee was assured that complaints could be submitted verbally to South Cambridgeshire District Council's Housing Team, who would submit the complaint in writing to Mears on the complainant's behalf. The Committee suggested that a more prescriptive process in dealing with repeat calls regarding the same issues was needed, as well as a procedure to highlight these calls to Mears and the Council's Housing Team.

Update on waste and recycling

Councillor Mick Martin, Portfolio Holder for Environmental Services, provided the Committee with an update on a draft Memorandum of Understanding between South Cambridgeshire District Council and Cambridge City Council, for the development of joint working in the provision of waste and recycling services at cross border developments.

The Scrutiny and Overview Committee requested that in future, documents such as this be brought to the Committee much further in advance, to allow Members the opportunity to influence their development. The Committee also requested early sight of the Service Level Agreements that would underwrite this Memorandum of Understanding at each development.

Empty Council Properties

The Committee discussed empty council properties in terms of why the Council could not purchase equity share properties that had not been sold. Councillor Howell, Portfolio Holder for Housing, explained that this was something South Cambridgeshire District Council was considering, with the Housing department looking at developing a business case.

Derelict properties were discussed and Councillor Howell was asked why some properties were considered too derelict for extensive works to be undertaken to make them habitable. Councillor Howell explained that the amount of investment required in order to make such properties habitable, could be such that it made more sense to sell the property and use the proceeds from the sale to purchase other smaller properties.

Annual Review of the Customer Contact Centre

Councillor David Whiteman-Downes, Portfolio Holder for Corporate and Customer Services, presented the Contact Centre's annual performance review.

Whilst it was recognised that the Contact Centre had been successful since its launch in December 2012, achieving predicted annual cost savings of £250,000 and 82% of calls resolved at first point of contact, it was recognised that there had been some problems which were discussed. Concern was raised that the percentage of 'calls not answered' was worsening. Councillor Whiteman-Downes acknowledged this and advised that the policy of resolution at first point of contact would continue to be followed. The Committee was informed that short-staffing had been experienced. This was a result of recruitment of good quality staff to the centre who had then taken career opportunities within other Council departments. The Customer Contact Manager explained the Contact Centre staffing, which consisted of 19 members of staff. Since the Centre launched in December 2012, seven members of staff had been lost to internal and external moves.

The call abandonment rate was discussed and Councillor Whiteman-Downes explained there could be a number of reasons for this and that BT would be able to provide some data to investigate the reasons for call abandonment further.

The Customer Contact Manager explained that there had been problems recruiting staff to fill posts within the Contact Centre, and that the option of recruiting apprentices was being considered.

The Scrutiny and Overview Committee requested an update on the Customer Contact Centre in six months.

Website

Councillor David Whiteman-Downes, Portfolio Holder for Corporate and Customer Services, presented the annual review of South Cambridgeshire District Council's website. The Head of ICT/Facilities Management explained that a project plan was being developed, to review the full functionality of the website. Members were informed that discussions were taking place with partners regarding the identification of areas where resources could be shared. It was anticipated the review would be completed after six months (July 2014).

Discussion ensued around the situation which occurred when the Council's former web provider was bought by another company and notice was served to the Council of the new company's intention to cease service provision within 8 weeks. The Committee was assured that this situation would not occur again as the website was now provided in-house.

It was noted that more people were visiting the website from mobile devices, from which the old website had not been easily accessible.

11 February 2014

Corporate Plan

Councillor Whiteman-Downes, Portfolio Holder for Corporate and Customer Services, presented a report on the Council's revised Corporate Plan.

The Committee was concerned regarding the delivery of community transport, and how County Council cuts may have affected the achievement of this objective. It was noted that this had been introduced at the request of the Portfolio Holder for Planning Policy and Localism, and that the Council participated in 25 community transport initiatives.

The inclusion of Key Performance Indicators against each objective within the draft Corporate Plan was discussed. Members were informed that these would be included in the plan, in order to provide a measurement for success. Project milestones were for relevant Portfolio Holders to add to the Plan, and there would be detailed business cases and project plans for each element of the Corporate Plan.

Medium Term Financial Strategy and budget

Councillor Simon Edwards, Portfolio Holder for Finance and Staffing, presented the proposed Medium Term Financial Strategy and budget, prior to consideration by Cabinet and Full Council. In taking Members through the proposals set out in the report, the Committee supported all of the recommendations.

Position Statement on finance, performance and risk

Councillor David Whiteman-Downes, Portfolio Holder for Corporate and Customer Services, and Councillor Simon Edwards, Portfolio Holder for Finance and Staffing, presented the position statement on finance, performance and risk.

The Committee was informed that the 10 days average time taken to process new benefit claims was a significant achievement, and was largely attributable to the Council's Contact Centre.

Invoice processing performance was highlighted as an area of concern. The Committee was informed that staff absence and staff turnover were contributing factors to this.

3 April 2014

(Information to be added following the meeting of the Committee on 3 April 2014)

Monitoring Cabinet Portfolio Holders

Portfolio Holders at South Cambridgeshire District Council in 2013/14 took the majority of their decisions at public Portfolio Holder Meetings. Members of the Scrutiny and Overview Committee were allocated as Scrutiny Monitors for specific Portfolios and attended these meetings to develop greater knowledge in an area of the Council's work, as well as offering well informed challenge and influence. Scrutiny Monitors for 2013/14 were allocated as follows: -

Cabinet Portfolio	Scrutiny Monitor
Leader of the Council	Lynda Harford
Corporate and Customer Services	Alison Elcox
Environmental Services	David Bard
Finance and Staffing	Roger Hickford
Housing	Bunty Waters
Northstowe	Sue Ellington
Planning and Economic Development	Bridget Smith
Planning Policy Localism	Bridget Smith

Call-in

Call-in is usually a last resort, when other means of influencing decision-making have failed. Any Call-in would be considered by the Scrutiny and Overview Committee, but this procedure was not used during the 2013/14 municipal year.

Training and development

Training sessions facilitated by the Centre for Public Scrutiny were held in January 2014 for the Partnerships Review Committee and the Scrutiny and Overview Committee. This provided basic training on the principles of scrutiny, but also focussed on the specific remit of each Committee. The Centre for Public Scrutiny works towards four principles of effective scrutiny, these being:

- to provide 'critical friend' challenge to executive policy-makers and decision-makers;
- to enable the voice and concerns of the public and its communities;
- that scrutiny be carried out by 'independent minded governors' who lead and own the scrutiny process;
- to drive improvement in public services.

Further development opportunities for Members of both Committees will be offered over 2014/15.

Contact us

If you would like to know more about the Scrutiny and Overview Committee at South Cambridgeshire District Council please contact the Democratic Services Team Leader, Graham Aisthorpe-Watts, on (01954) 713030 or democratic.services@scambs.gov.uk.

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Agenda Item 9



REPORT TO: Scrutiny and Overview Committee

3 April 2014

LEAD OFFICER: Alex Colyer, Executive Director (Corporate Services)

WORK PROGRAMME 2014

Purpose

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

Recommendations

2. That the Scrutiny and Overview Committee agrees upon a work programme for 2014.
3. That Members put forward suggested items for potential consideration at future meetings of the Scrutiny and Overview Committee.
4. That individual Members be appointed to work with officers and draft scoping documentation where necessary.

Background

5. Members of the Scrutiny and Overview Committee attended a training session held by the Centre for Public Scrutiny on 16 January 2014. One of the topics covered at the training session was work programming and the selection or scoping of issues for review.
6. The Chairman has agreed to introduce a new process for prioritising items for inclusion in the committee's work programme as a result of attending the training.

Considerations

The four principles of effective scrutiny

7. The Centre for Public Scrutiny works towards four principles of effective scrutiny, these being:
 - to provide 'critical friend' challenge to executive policy-makers and decision-makers;
 - to enable the voice and concerns of the public and its communities;
 - that scrutiny be carried out by 'independent minded governors' who lead and own the scrutiny process;
 - to drive improvement in public services.
8. Members are asked to give due consideration to these principles when carrying out their role on the Scrutiny and Overview Committee.

Work Programming

9. A number of items were put forward at the training session for potential consideration at future meetings of the Scrutiny and Overview Committee.
10. Using the work programme prioritisation tool, as attached in **Appendix A**, these items have been categorised to ascertain their priority from the Scrutiny and Overview Committee's perspective. The results of this exercise are as follows:

High Priority (include in work programme)	Low Priority (consider including in work programme)
Customer Contact Centre	Organisational Development Strategy
Economic Development Service	South Cambs Ltd
Planning Performance	

11. Councillors Kevin Cuffley, Lynda Harford, Douglas de Lacey, Bridget Smith recently met with officers to informally discuss each of these items and complete scoping documents where necessary. These are appended to the report as follows:

Customer Contact Centre – **Appendix B**
Planning Performance – **Appendix C**
Organisational Development Strategy – **Appendix D**
South Cambs Ltd – **Appendix E**
12. They also considered the Economic Development Service, and felt that this should be revisited later in the year after the Conservation Service Review had been undertaken and resulting changes implemented.
13. Members are encouraged to suggest items or topics for potential consideration at future meetings, which will be assessed using the criteria set out in the prioritisation tool.
14. Further items to consider at future meetings may be identified from the Council's Corporate Forward Plan, which is attached as **Appendix F** to this report. Bold text in this document denotes either a new item added or a change in date from a previously published Plan.
15. The Scrutiny and Overview Committee is invited to consider its work programme, taking into account the information set out in paragraphs 9 to 14 above.

Implications

16. 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)

17. No consultation has taken place on the content of this report.

18. 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.

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

19. 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.

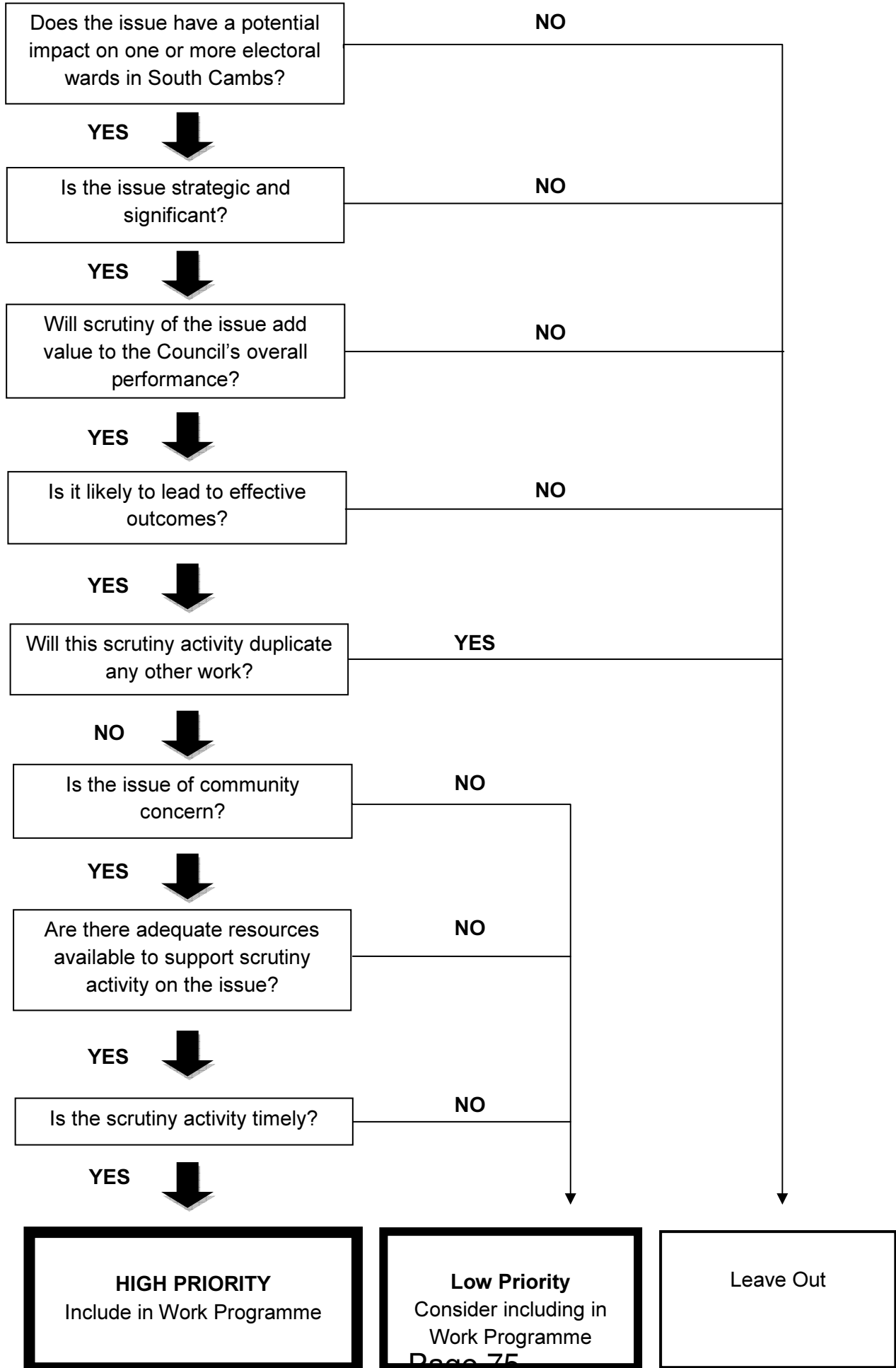
Background Papers

20. No background papers were used in the production of this report.

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

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Scrutiny Work Programme Prioritisation Tool



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Scrutiny and Overview Committee Scoping Tool

<p>Proposed item for scrutiny:</p> <p>Customer Contact Centre performance</p>
<p>Service area and relevant Portfolio Holder:</p> <p>Service area – Corporate and Business Services Portfolio Holder – Councillor David Whiteman-Downes (Corporate and Customer Services)</p>
<p>Officer support required:</p> <p>Potential officers to support the committee in considering this item could include: Alex Colyer (Executive Director, Corporate Services), Dawn Graham (Benefits Manager) and Rachel Fox-Jackson (Customer Contact Manager).</p>
<p>Rationale:</p> <p>The annual review of the Customer Contact Centre was considered by the Scrutiny and Overview Committee on 16 January 2014, which looked into the Contact Centre's performance for its first year of operation since returning to South Cambridgeshire Hall as an in-house service. The following areas were highlighted where performance could potentially be improved:</p> <ul style="list-style-type: none"> - the rate of calls not answered (call abandonment rate); - sickness absence levels within the Contact Centre; - recruitment. <p>The Scrutiny and Overview Committee agreed that the Contact Centre would be reviewed again in six months (July 2014).</p>
<p>Purpose/objective of scrutiny involvement:</p> <p>The Scrutiny and Overview Committee highlighted the above issues as areas where performance could potentially be improved. As part of the six-month review in July 2014 the Scrutiny and Overview Committee could address these areas by looking into:</p> <ul style="list-style-type: none"> - specific performance indicators for call abandonment rates and investigate why they are relatively higher than they should be; - the rate of sickness absence within the Call Centre and how it compares to the rest of the Council or other comparable Contact Centres in the country; - whether there are any difficulties in recruiting to the Customer Contact Centre and explore the impact of Contact Centre staff being recruited by other internal service areas; - feedback from customers; - good practice from other performance indicators exceeding their targets.

A small group of Scrutiny and Overview Members met on 5 March and indicated that they would also like to investigate:

- the cost of recruitment into the Contact Centre;
- recruitment plans for the next 12 months and actual costs alongside anticipated costs;
- the savings made as a result of other service areas not having to employ temporary staff or externally advertising to fill vacancies;
- whether the required staffing level for the Contact Centre was initially underestimated;
- the percentage of calls received that are not Council related;
- other savings made as a result of the Contact Centre being in place.

Methodology/approach:

Types of enquiry by the full committee or individual Members could include:

- desk-based review of papers;
- site visits;
- comparisons with other authorities;
- process mapping;
- calling the Portfolio Holder, officers, 'witnesses' or experts to give evidence.

Scrutiny and Overview Committee Scoping Tool

<p>Proposed item for scrutiny:</p> <p>Planning Performance</p>
<p>Service area and relevant Portfolio Holder:</p> <p>Service area – New Communities and Planning</p> <p>Portfolio Holder – Councillor Nick Wright (Planning and Economic Development)</p>
<p>Officer support required:</p> <p>Potential officers to support the committee in considering this item could include:</p> <p>Jo Mills (Director, New Communities and Planning), John Williamson (Strategic Planning Manager) and Nigel Blazeby (Development Control Manager)</p>
<p>Rationale:</p> <p>Members have raised planning performance as an area of concern and believe that an in depth look at this area could be beneficial in helping to improve the service.</p>
<p>Purpose/objective of scrutiny involvement:</p> <p>The Scrutiny and Overview Committee propose to look at the following areas:</p> <ul style="list-style-type: none"> • Planning performance data • Planning appeals – to include how many decisions are appealed when the Committee has gone against an officer decision. • The staffing structure within the planning department. To include staff turnover, reasons for staff leaving and recruitment to the service. • The planning portal of the website
<p>Methodology/approach:</p> <p>A small group of Members have discussed this, and propose the following approach:</p> <ul style="list-style-type: none"> • Desk based review to be undertaken, followed by a workshop.

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Scrutiny and Overview scoping – Organisational Development Strategy

Proposed item for Scrutiny

Organisational Development Strategy

Service area - Human Resources

Portfolio Holder – Councillor Simon Edwards

Officer support – Susan Gardner-Craig, Human Resources Manager.

Background

The Organisational Development Strategy was included as a priority for the Overview and Scrutiny Committee following its training session held in January 2014. Four members of the Scrutiny and Overview Committee met on 5 March 2014 and identified the following areas of interest relating to Organisational Development:

- How training need is addressed/established and delivered (on both an individual basis and as an organisation)
- How the effectiveness of training is monitored;
- What best practice looked like at other Councils;
- The Council's approach to succession planning;
- The Council's approach to mentoring and coaching;
- The Council's approach to staff rewards and recognition.

These Members met with the Human Resources Manager, Susan Gardner-Craig on 20 March 2014, to discuss these areas of interest, gather information and identify any next steps.

The HR Manager is undertaking work to update the Organisational Development Strategy, specifically the Action Plan which was set up in September 2011. Once updated, it will be presented at the relevant Portfolio Holder's meeting. Value could be added by Scrutiny Members reviewing this Action Plan.

Meeting with HR Manager, 20 March 2014

Cllrs Lynda Harford, Bridget Smith, Kevin Cuffley and Roger Hickford met with Susan Gardner-Craig (HR Manager) on 20 March 2014, to discuss and gather information around the areas of interest listed above:

Training needs, delivery and monitoring of effectiveness:

- Training and learning needs are looked at on an individual basis via Performance and Development Reviews (PDRs) with Line Managers, which take place in April and October each year. The PDR process has been reviewed and new forms developed to help facilitate useful and effective reviews. The new forms look at what has been achieved and how achievements have been made, objectives are reviewed and set, management support and training needs are discussed and identified and a learning and development plan produced.

- Line Managers are equipped with the skills required to conduct effective PDRs with their staff through the performance review workshops for Managers and the Leadership Development Programme which has modules designed to develop these skills for line managers. Around 60 Line Managers have been on the Leadership Development Programme. The training is being provided by an external trainer.
- Those being appraised attend half day sessions to equip them with the skills to get the most out of the PDR process.
- Once identified by individuals with their Line Manager, learning needs are brought to HR's attention. From this, HR identify any corporate training needs and organise relevant corporate training courses – for example this year, letter and report writing has been corporate training. HR also identifies any potential needs by considering any upcoming issues for the Council which may require up-skilling of staff, or issues which may arise with the introduction of new legislation.
- Individual training requests are considered by EMT. EMT considers whether supporting the training would add value to the organisation. Last year, ten training requests were submitted, all of which were approved. This represented some high level qualifications requiring attendance at university/college and equated to a cost of around £30,000. The number of requests and cost this represents varies from year to year.
- Individuals being supported by the organisation to undertake significant training are required to sign a training agreement, whereby the cost of the training must be paid back if the staff member leaves the organisation within a certain time on completion of the training.
- The effectiveness of training is monitored via the PDR process and outcomes monitoring within individual service areas.

Effectiveness of Line Management

- The effectiveness of Line Managers is monitored via:
 - A grandfathering process for quality assurance of PDRs, whereby the PDR forms are reviewed by the Line Manager's Line Manager.
 - Staff surveys temperature check the organisation and identify where there may be dissatisfaction with a Line Manager.
- There is evidence from the staff survey and reviews that the Human Resources Manager has carried out, that the PDR process is improving across the organisation.

Mentoring and coaching

- The organisation wants to use more coaching and is joining the Regional Coaching Pool. In order to join, at least two fully qualified coaches are needed within the organisation. Jean Hunter is a qualified coach and Susan Gardner-Craig is undertaking the training at the moment. A Coaching Skills Programme is being put together at the moment in order

to train around 12 further coaches. Once a member of the Regional Coaching Pool, coaches can be borrowed from the pool by the organisation and the resource paid back by providing coaches to other organisations. The organisation currently buys in coaching when needed, which is costly. This cost will be reduced by joining the Regional Coaching Pool.

- There is no formal buddying programme for new staff. This is an area to be explored further by HR.

Recruitment and retention of staff

- The organisation recognises the importance of training and up-skilling, in order to retain good quality staff.
- Recruitment and retention of staff has become an issue in some service areas, particularly in Planning. Where Planning is concerned, this is not a unique problem to SCDC with Local Authorities across the UK struggling to recruit Planning Officers. There is currently a national shortage of Planning Officers and many are leaving the public sector for the commercial sector, where salaries are higher.

Rewards and recognition

- Job evaluation was carried out two years ago across the organisation and the end of the pay protection period is approaching, with 68 staff members losing pay in April 2014.
- Much has been done over the last two years in order to support staff members following job evaluation, such as with learning opportunities and secondments. This will continue.
- Staff achievements are recognised through awarding with the 'Going the Extra Mile' award. This provides recognition across the organisation of an individual's outstanding work.
- The organisation subscribes to the staff benefits scheme 'Perkz' . This gives staff members access to discounts on holidays, shopping, cinema etc.
- Market supplements to salaries can be paid where justified. If there have been two failed attempts to recruit to a post, salary levels can be compared to salaries for the equivalent post elsewhere in the market. If it is proven that the salary offered by the organisation is out of kilter with that offered across the market, a market supplement can be applied to the post for a year. This is reviewed after a year and can be extended if it is proven the action is justified.
- A relocation scheme is available for new staff members.
- Planners have been offered training to gain Royal Institute of Town Planning qualifications.
- The Planning Department has a 'career planner' whereby planners will work in different areas of the department, thereby gaining an understanding of the whole service area.

Apprenticeships

- Links with local colleges and schools are being established.
- Apprenticeships are available for the 16+ and 18+ age groups.
- The organisation currently has three apprenticeships and it is believed further apprenticeships could be supported in the following service areas:
 - Accountancy
 - Revenues and benefits
 - IT
- Contact Centre and Customer Service apprenticeships may also be options.
- An NVQ for current Contact Centre staff, subject to a training agreement retaining staff for two years following training, may also be an option.

Workforce planning

- Each service area looks at their service plan and determines the number of staff required in order to deliver that service.

Member training

- Members need to think about what issues are coming their way and what decisions they will be making, and consider what would enable them to be in a better position to make these decisions (such as workshops with Directors of relevant service areas).
- Succession planning needs to be looked at within individual groups.
- More advanced training is needed. There tends to be too much focus on basic training.
- It would be useful for Members to be able to participate in Officer training. Some trials of this will be undertaken, inviting Members to join officer training, such as IT training. This would be a good use of the training resource, covering more with the corporate training budget. John Garnham will be providing some risk management training in the near future, which could also be extended to Members.
- Training on Member/Officer relations should be reinstated if possible.
- The expertise of Members could be tapped into, with Members providing training to Officers and other Members around their areas of expertise.

Next steps:

- The HR Manager will update the Organisational Strategy's Action Plan. Once drafted, Scrutiny will review this.
- Apprenticeships to be explored further. It was suggested that Members could spend some time with an apprentice.

Scrutiny and Overview Committee Scoping Tool

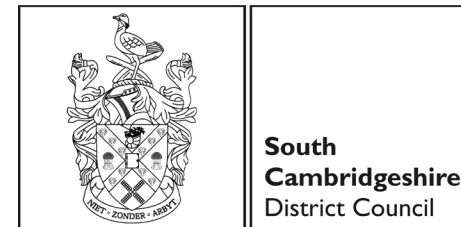
<p>Proposed item for scrutiny:</p> <p>South Cambs Ltd</p>
<p>Service area and relevant Portfolio Holder:</p> <p>Service area – Housing</p> <p>Portfolio Holder – Mark Howell</p>
<p>Officer support required:</p> <p>Potential officers to support the committee in considering this item could include:</p> <p>Stephen Hills (Director of Housing), Geoff Clark (Housing Services Team Leader), Schuyler Newstead (Head of Housing Strategy), Uzma Ali (Housing Development Officer)</p>
<p>Rationale:</p> <p>Members have raised concern regarding the potential impact on SCDC service delivery with the introduction of South Cambs Ltd, with concerns raised around the Council potentially trying to do too much, with too little resource. Members wish to ensure that current services will be maintained alongside the successful introduction of South Cambs Ltd.</p>
<p>Purpose/objective of scrutiny involvement:</p> <ul style="list-style-type: none"> • To establish how SCDC will continue to deliver the current service, in addition to South Cambs Ltd. • To establish how SCDC employees will carry out their existing workload, as well as their new jobs running South Cambs Ltd. • How will time be allocated to existing services and South Cambs Ltd? • Are staff being equipped with relevant skills, ready for the introduction of South Cambs Ltd?
<p>Methodology/approach:</p> <p>A small group of Members have discussed this and proposed the initial approach:</p> <ul style="list-style-type: none"> • The South Cambs Ltd working group should first be explored before any enquiry is undertaken, to ensure duplication of work is avoided. • Scrutiny and Overview Committee Members to establish where it can add value to this area through discussions, with relevant officers attending a formal Scrutiny and Overview meeting, or more informally with a separate meeting with Members if preferred.

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APPENDIX F

NOTICE OF KEY DECISIONS

To be taken under the Local Authorities (Executive Arrangements) (Meetings and Access to Information) (England) Regulations 2012 between 20 March and 24 July 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*

APPENDIX F

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

APPENDIX F

Key and non-key decisions expected to be made from 20 March 2014

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
Heritage Guardianship Sites and Closed Churchyards Non-Key	Planning and Economic Development Portfolio Holder's Meeting	20 March 2014		Planning and Economic Development Portfolio Holder Jo Mills, Planning and New Communities Director	Report (publication expected 12 March 2014)
Risk Management Strategy Non-Key	Corporate Governance Committee Council	21 March 2014 24 April 2014		Chairman of Corporate Governance John Garnham, Head of Finance, Policy & Performance	Report and Strategy with recommendation to Council (publication expected 13 March 2014)
WILLINGHAM: Wilford Furlong Project Non-Key	Housing Portfolio Holder	01 April 2014		Housing Portfolio Holder Schuyler Newstead, Housing Development & Enabling Manager	Report (publication expected 24 March 2014)
SHUDY CAMPS: Sale of 4 Main Street	Housing Portfolio Holder	01 April 2014		Housing Portfolio Holder	Report (publication expected 24 March 2014)

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Non-Key				Jenny Clark, Lands Officer	2014)
Non-traditional Homes Strategy Key	Housing Portfolio Holder	01 April 2014		Housing Portfolio Holder Anita Goddard, Housing Operational Services Manager	Report and Strategy (publication expected 24 March 2014)
New Build Strategy: Update Non-Key	Housing Portfolio Holder	01 April 2014		Housing Portfolio Holder Schuyler Newstead, Housing Development & Enabling Manager	Report (publication expected 24 March 2014)
Temporary Accommodation Review Non-Key	Housing Portfolio Holder	01 April 2014		Housing Portfolio Holder Susan Carter, Housing Advice and Options Manager, Heather Wood, Housing Advice and Options Manager	Report (publication expected 24 March 2014)
Consideration of the Government's City Deal for Greater	Scrutiny and Overview Committee	03 April 2014		Leader of Council Alex Colyer,	Report with recommendation to Cabinet/Council

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Cambridge Key	Cabinet Council	10 April 2014 24 April 2014		Executive Director, Corporate Services	(publication expected 26 March 2014)
Community Infrastructure Levy (CIL): Charging Schedule Key	Scrutiny and Overview Committee Cabinet	03 April 2014 10 April 2014		Planning and Economic Development Portfolio Holder James Fisher, S106 Officer	Report to agree charging schedule following consultation (publication expected 26 March/2 April 2014)
South Cambs Ltd Update Non-Key	Cabinet	10 April 2014	The report is likely to contain information relating to the financial or business affairs of any particular person (including the authority holding that information)	Housing Portfolio Holder Stephen Hills, Affordable Homes Director	Confidential Report (publication expected 2 April 2014)
Revenues and Benefits Performance Report Non-Key	Finance and Staffing Portfolio Holder	15 April 2014		Finance and Staffing Portfolio Holder Katie Brown, Revenues Manager, Dawn Graham, Benefits Manager	Report with Q3 Performance (publication expected 7 April 2014)
Discretionary	Finance and Staffing	15 April 2014		Finance and Staffing	Report (publication

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Business Rate Relief: Policy amendment Key	Portfolio Holder			Portfolio Holder Katie Brown, Revenues Manager	expected 7 April 2014)
Write Offs 2013/14 Key	Finance and Staffing Portfolio Holder Council	15 April 2014 05 June 2014	None.	Finance and Staffing Portfolio Holder Katie Brown, Revenues Manager	Report (publication expected 7 April 2014) Annual Report for Information (publication expected 29 May 2014)
Treasury Management Quarterly Investment Review Non-Key	Finance and Staffing Portfolio Holder Finance and Staffing Portfolio Holder	15 April 2014 15 July 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 (publication expected 7 April 2014) Report (publication expected 7 July 2014)
Cross-border Waste Collection: Service Level Agreement with Cambridge City Council	Environmental Services Portfolio Holder	29 April 2014		Environmental Services Portfolio Holder Paul Quigley, Head of	Report (publication expected 21 April 2014)

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Key				Environment Commissioning	
Children and Young People's Plan Key	Cabinet	08 May 2014		Environmental Services Portfolio Holder Gemma Barron, Partnerships Manager & Interim Sustainable Communities Team Leader	Report and Plan (publication expected 30 April 2014)
Ageing Well Strategy Key	Cabinet	08 May 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 30 April 2014)
Health and Well-being Strategy Key	Partnerships Review Committee Cabinet Council	May 2014 (TBA) 08 May 2014 05 June 2014		Environmental Services Portfolio Holder Gemma Barron, Partnerships Manager	Report and Strategy with recommendation to Council (publication expected 30 April 2014)

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				& Interim Sustainable Communities Team Leader, Iain Green, Environmental Health Officer (Public Health Specialist)	
Footway Lighting Asset Management Strategy Key	Environmental Services Portfolio Holder	June 2014 (TBA)		Environmental Services Portfolio Holder Paul Quigley, Head of Environment Commissioning	Report (publication expected in June 2014)
Sizes, Terms of Reference & Appointments to Committee and Joint Committees for 2014/15 Non-Key	Council	05 June 2014		Leader of Council Graham Aisthorpe-Watts, Democratic Services Team Leader	Report (publication expected 28 May 2014)
Appointments to Outside Bodies, Joint & Other member Bodies for 2014/15 Non-Key	Council	05 June 2014		Leader of Council Graham Aisthorpe-Watts, Democratic Services Team Leader	Report (publication expected 28 May 2014)

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Annual Scrutiny & Overview and Partnerships Review Committee Report Non-Key	Council	05 June 2014		Cllr Roger Hickford, Cllr Ben Shelton Graham Aisthorpe-Watts, Democratic Services Team Leader	Report (publication expected 28 May 2014)
Major Opposition Group Leader's Annual Report Non-Key	Council	05 June 2014		Major Opposition Group Leader	Report (publication expected 28 May 2014)
Planning Service Improvement Plans Update Non-Key	Planning and Economic Development Portfolio Holder	11 June 2014		Planning and Economic Development Portfolio Holder Nigel Blazeby, Development Control Manager, John Koch, Planning Team Leader (West)	Report (publication expected 3 June 2014)
Planning: Review of pre-application fees Key	Planning and Economic Development Portfolio Holder	11 June 2014		Planning and Economic Development Portfolio Holder Nigel Blazeby, Development Control	Report (publication expected 3 June 2014)

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				Manager, John Koch, Planning Team Leader (West)	
Waste Partnership Joint Working Arrangements Key	Cabinet	10 July 2014		Environmental Services Portfolio Holder Paul Quigley, Head of Environment Commissioning	Report (publication expected 2 July 2014)
Position Statement: Finance, Performance and Risk Non-Key	Cabinet	10 July 2014		Corporate and Customer Services Portfolio Holder John Garnham, Head of Finance, Policy & Performance, Richard May, Policy and Performance Manager, Graham Smith, Acting Principal Accountant (General Fund and Costing)	Report: Quarter 4 (publication expected 2 July 2014)
Provisional Outturn 2013/14 and Unspent Budget Rollovers Non-Key	Cabinet	10 July 2014		Finance and Staffing Portfolio Holder Graham Smith, Acting Principal Accountant	Report (publication expected 2 July 2014)

APPENDIX F

				(General Fund and Costing)	
Appointment to the Independent Remuneration Panel Non-Key	Council	24 July 2014		Leader of Council Maggie Jennings, Democratic Services Officer	Report (publication expected 16 July 2014)

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