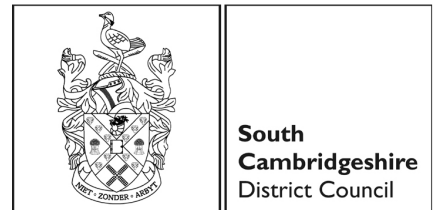


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2 July 2014

To: The Leader – Councillor Ray Manning  
Deputy Leader – Councillor Simon Edwards  
Members of the Cabinet – Councillors Pippa Corney, Mark Howell, Mick Martin,  
David Whiteman-Downes, Tim Wotherspoon and Nick Wright  
Quorum: Majority of the Cabinet including the Leader or Deputy Leader

Dear Councillor

You are invited to attend the next meeting of **CABINET**, which will be held in the **SWANSLEY ROOM, GROUND FLOOR** at South Cambridgeshire Hall on **THURSDAY, 10 JULY 2014** at **6.00 p.m.**

Yours faithfully  
**JEAN HUNTER**  
Chief Executive

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## AGENDA

## PAGES

### PROCEDURAL ITEMS

- 1. Apologies for Absence**  
To receive apologies for absence from Cabinet members.
- 2. Minutes of Previous Meeting** 1 - 8  
To authorise the Leader to sign the Minutes of the meeting held on 8 May 2014 as a correct record.

- 3. Declarations of Interest**

- 4. Announcements**

- 5. Public Questions**

### POLICY ITEMS

- 6. Local Transport Plan & Long Term Transport Strategy: Response to consultations** 9 - 18
- 7. Priorities for 'Ageing Well', Children, Young People & Families', 'Health & Wellbeing' and 'Communities & Localism' (Key)** 19 - 32

## **OPERATIONAL ITEMS**

<b>8.</b>	<b>Shared Services (Key)</b>	<b>33 - 38</b>
<b>9.</b>	<b>Shared Service: Building Control (Key)</b>	<b>39 - 44</b>
<b>10.</b>	<b>Cambridge City &amp; South Cambs Joint Waste Working</b>	<b>45 - 60</b>
<b>11.</b>	<b>Northstowe: Investment and Delivery (Key)</b>	<b>61 - 68</b>
<b>12.</b>	<b>Subscription to the Local Government Association's Bonds Agency</b>	<b>69 - 80</b>
<b>13.</b>	<b>Position Statement: Finance and Performance 2013/14 - Q4</b>	<b>81 - 124</b>
<b>14.</b>	<b>Corporate Forward Look and Strategic Risk Register</b>	<b>125 - 150</b>

## **STANDING ITEMS**

- 15. Issues arising from the Scrutiny and Overview Committee**  
To receive any recommendations arising from the Scrutiny and Overview Committee meeting of 3 July 2014 As this meeting occurs after the publication of the Cabinet agenda, any recommendations will be circulated as an agenda supplement.
- 16. Issues arising from the Partnerships Review Committee**  
None received.
- 17. Updates from Cabinet Members Appointed to Outside Bodies**
- 18. Reports from Cabinet Members attending Parish Council meetings**
- 19. Reports from Member Champions**
- 20. Future Meeting Dates**  
Future meeting dates are as follows:  
  
6pm, 11 September 2014  
6pm, 16 October 2014 (**additional meeting to consider the Shared Services Project**)  
2pm, 13 November 2014  
2pm, 15 January 2015  
2pm, 12 February 2015  
6pm, 9 April 2015

## **OUR LONG-TERM VISION**

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

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

## **OUR VALUES**

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

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

## **GUIDANCE NOTES FOR VISITORS TO SOUTH CAMBRIDGESHIRE HALL**

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#### **Disturbance by Public**

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# Agenda Item 2

## SOUTH CAMBRIDGESHIRE DISTRICT COUNCIL

Minutes of a meeting of the Cabinet held on  
Thursday, 8 May 2014 at 6.00 p.m.

**PRESENT:** Councillor Ray Manning (Leader of the Council)  
Councillor Simon Edwards (Deputy Leader of the Council, Finance and Staffing Portfolio Holder)

**Councillors:** Pippa Corney Planning Policy and Localism Portfolio Holder  
Mark Howell Housing Portfolio Holder  
Mick Martin Environmental Services Portfolio Holder  
Tim Wotherspoon Northstowe Portfolio Holder  
Nick Wright Planning and Economic Development Portfolio Holder

Officers in attendance for all or part of the meeting:

Graham Aisthorpe-Watts	Democratic Services Team Leader
Gemma Barron	Partnerships Manager & Interim Sustainable Communities Team Leader
Alex Colyer	Executive Director, Corporate Services
Jonathan Dixon	Principal Planning Policy Officer (Transport)
Stephen Hills	Affordable Homes Director
Jean Hunter	Chief Executive
Fiona McMillan	Legal & Democratic Services Manager and Monitoring Officer

Councillors Trisha Bear, Kevin Cuffley, Sue Ellington, Ben Shelton, Bridget Smith, Hazel Smith and Bunt Waters were in attendance, by invitation.

Apologies for absence were received from Councillor David Whiteman-Downes.

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### Procedural Items

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#### **87. MINUTES OF PREVIOUS MEETING**

The minutes of the meeting held on 10 April 2014 were agreed as a correct record.

#### **88. DECLARATIONS OF INTEREST**

Councillor Nick Wright declared a disclosable pecuniary interest in minute number 92 as he owned land that would be affected by the proposed route of the new A14 as part of the A14 Cambridge to Huntingdon Improvement Scheme. Councillor Wright reported that he had received a dispensation which enabled him to take part in Cabinet items relating to the A14, but not participate in any vote. He therefore remained in the meeting and spoke on the item, but did not take part in any vote.

#### **89. ANNOUNCEMENTS**

No announcements were made.

**90. PUBLIC QUESTIONS**

No public questions had been received.

**91. SOUTH CAMBS LTD: APPOINTMENT OF DIRECTOR AND CONFLICTS OF INTEREST**

Councillor Mark Howell, Portfolio Holder for Housing, presented a report which sought a recommendation from Cabinet to Full Council for the re-appointment of the Council's Director of Housing as the Director of South Cambs Ltd. The report also identified conflicts of interest and sought Cabinet approval to authorise him to act in the best interests of the company and to indemnify him in relation to his work as company Director.

Councillor Howell highlighted that without pre-authorised permission from the Council on the issue of conflicts of interest, the Director could find himself in a position where he could not continue to act to the potential detriment of both the Council and South Cambs Ltd. By authorising him to act in the best interests of the company the Council would be agreeing not to take action against him where he was required to act contrary to the interests of the Council due to his role as company Director. An indemnity would protect him from any liabilities in relation to his role as company Director, which he would be asked to assume in addition to his Council role as Director of Housing.

Councillor Howell referred Cabinet to paragraph 13 of the report, which outlined a Director's general duties to a company as defined in the Companies Act 2006.

With regard to officers' remuneration, it was made clear to Cabinet that it was a criminal offence for an officer to accept anything other than their proper remuneration and so an officer may not accept payment from the company for their services as Director, unless the Council agreed that the additional payment would form part of their proper remuneration. The Council's Director of Housing would not, therefore, receive any additional remuneration for acting in his role as Director of South Cambs Ltd.

Cabinet:

- (a) **RECOMMENDED** to Full Council approval of the re-appointment of Stephen Hills as Director of South Cambs Ltd for a further 12 months alongside his role as Director of Housing for the Council.
- (b) **NOTED** the potential for conflicts of interests to arise due to the requirement in company law for a director to act in the best interests of the company.
- (c) **AUTHORISED** Stephen Hills to take whatever action is necessary in order to fulfil his duties as a Director.
- (d) **AGREED** to Stephen Hills continuing to act as a Director of the company despite potential conflicts.
- (e) **AGREED** to indemnify Stephen Hills under the Local Authorities (Indemnities for Members and Officers) Order 2004 in relation to him acting in his capacity as director of the company.



**92. A14 IMPROVEMENTS: RESPONSE TO HIGHWAYS AGENCY CONSULTATION**

Cabinet considered a report which provided Members with an opportunity to agree the Council's response to the Highways Agency Development Consent Order Pre-Application Statutory Consultation on the A14 Cambridge to Huntingdon Improvement Scheme.

In presenting the report, Councillor Wotherspoon, Portfolio Holder for Northstowe, referred to paragraph 8 which set out a brief summary of the history of the A14 improvement scheme. Members were reminded that the project had been classified by the Planning Act 2008 as a Nationally Significant Infrastructure Project which would require a Development Consent Order application, anticipated in autumn 2014. There would be an opportunity for the Council to comment on the application at the pre-examination stage and it was anticipated that construction of the scheme would commence in late 2016, taking three to four years to complete.

Councillor Wotherspoon informed Cabinet that the proposed improvement scheme remained similar to that of the version subject to consultation in 2013 but some key differences, including the removal of tolling, were listed in paragraph 12 of the report.

In terms of modelling, Councillor Wotherspoon reported that the core transport modelling used to test the impacts of the proposed scheme took account of developments defined as 'near certain' or 'more than likely' according to Department of Transport guidelines. This meant that only the first 1,500 dwellings featured in phase one of the Northstowe development had been included in the modelling, and other emerging developments such as those included in the Submission Local Plan had not been included in this forecast. The Council's draft response insisted that the A14 improvement scheme should support the delivery of Northstowe. It reminded the Highways Agency that by the time the A14 improvement scheme was under construction, phase two of Northstowe would also be underway so it was important that the A14 was constructed to accommodate it. In addition, the draft response stated that traffic modelling should include the developments identified in the Submission Local Plan at Bourn Airfield, Cambourne West and Waterbeach, with the design and implementation of the proposed scheme being coordinated with these planned developments.

An email was circulated at the meeting from Councillor Francis Burkitt, suggesting some amendments to the Council's draft response, namely in relation to non-motorised user provision. Cabinet agreed with the principle of Councillor Burkitt's email regarding his request for the scheme to include a high standard of non-motorised user provision, particularly relating to minimum widths for cycleways, physical separations and hard surfacing. It was agreed that these points would be strengthened in the Council's final response to the consultation, although Members noted that hard surfacing would not always be appropriate, for example, in areas where there were countryside bridleways.

Councillor Burkitt also referred to the A1307 Huntingdon Road immediately southwest of the Girton Interchange, highlighting that it would not be safe or easy for pedestrians or cyclists to cross it at this point. He questioned whether the Highways Agency could address this problem with the introduction of a pedestrian and cycleway across the Huntingdon Road. It was reported that a toucan crossing was due to be installed in very close proximity to this location as part of a separate scheme relating to the Cambridge North West development. The need for the two schemes to be coordinated was highlighted.

Councillor Aiden van de Weyer presented a briefing note which included path specifications for non-motorised users, specific proposals relating to the Bar Hill junction, proposals for local road roundabouts and information on Dry Drayton bridge, together with examples of good practice relating to the location and design of non-motorised user routes. He felt that the Highways Agency was missing the opportunity to implement an exemplary project of non-motorised user provision, particularly in view of South Cambridgeshire having the highest cycling rate of any other rural district in the country by a very high margin. Councillor Van de Weyer wanted to see the scheme encourage cycling and other modes of sustainable transport, which should not only comply to national standards but exceed them and be right for the local context. He added that the Council in its response should be pressing for provision of the highest quality in this respect. Cabinet agreed to strengthen the wording of the Council's response in terms of the highest quality of provision for non-motorised users in light of Councillor Van de Weyer's comments.

The following further points were made by Cabinet and other Members of the Council in attendance:

- the draft response in paragraph 16 of the report indicated that the Council supported the detrunking of the route between Fen Drayton and the A1. This would leave the County Council with full maintenance responsibilities for the detrunked road thereby imposing an extra cost to the authority, when it was felt that this cost should be met by the Highways Agency. It was noted that the County Council had supported this aspect of the improvement scheme, which Cabinet Members could not understand. It was agreed that the words "and detrunking of the route between Fen Drayton and the A1" be removed from the Council's response to the consultation at paragraph 16 of the report;
- in terms of standards and quality of non-motorised user provision, the Council had to be cautious when specifically requesting minimum standards and should be looking for the best possible standards in each respective case;
- the Jane Coston Cycle Bridge in Milton and the Guided Bus Way were cited as examples of excellent practice for non-motorised user provision;
- if sub-standard provision was put in place for non-motorised users, people would simply not use it;
- from the perspective of non-motorised users, the proposed route at Bar Hill did not make much sense and could result in main roads being used instead. It was important to keep non-motorised users off the main roads as part of the improvement scheme, so their design was very important and would need to take account of where users were likely to be travelling from and to;
- it was very disappointing that only the first phase of Northstowe had been included in the modelling for the improvement scheme. The second phase at Northstowe would be in the process of being constructed at the same time as the A14 was being developed, so it was unrealistic not to consider this as part of the modelling. Cabinet agreed that this message needed to be made very clear in the Council's response;
- the mitigation for villages and wildlife in this revised improvement scheme was much better than in the previous version;
- a condition should be put in place as robustly as possible to ensure that borrow pits were returned to agricultural use.

**Cabinet AGREED:**

- (a) the response to the A14 Cambridge to Huntingdon Improvement Scheme set out in paragraphs 15-17, 20-22, 26-28, 32, 34, 38-39, 41 and 43-47 of the report, subject to a number of amendments as reflected in the minutes.
- (b) that delegated authority be given to the Director of Planning and New Communities in consultation with the Leader and Portfolio Holder for Northstowe, to finalise the response to the Highways Agency in line with the amendments agreed and comments raised at the meeting, as reflected in the minutes.

**93. NEIGHBOURHOOD DEVELOPMENT PLANS AND LINTON AND HILDERSHAM AREA DESIGNATION**

Councillor Pippa Corney, Portfolio Holder for Planning Policy and Localism, presented a report which provided Cabinet with an opportunity to consider the process for supporting the development of Neighbourhood Development Plans in South Cambridgeshire. Cabinet was also asked to make a decision regarding the application to designate the parishes of Linton and Hildersham as a Neighbourhood Area.

Councillor Corney reported that no applications had been received from parishes to become Neighbourhood Areas since neighbourhood planning was introduced by the Government in 2012, as parishes had taken advantage of the opportunity to go through the Council's Local Plan process. Since the Council made the decision earlier this year to submit its Local Plan to the Secretary of State, an application had been received from Linton and Hildersham to become a Neighbourhood Area in order that they could prepare a Neighbourhood Development Plan.

Consultation on the area application was undertaken by the District Council, as required, the results of which were set out in paragraph 21 of the report. 44 representations were received within the timescale, with 42 in support of the area designation and 2 against.

In answer to a question regarding the cost of Neighbourhood Development Plans, it was noted that for all areas the basic level of funding per Plan was £30,000 which would be paid as follows:

- designation of the Neighbourhood Area - £5,000;
- publication of the final pre-examination version of the Plan, prior to examination - £5,000;
- successful completion of the neighbourhood planning examination (£20,000).

Members welcomed the application by Linton and Hildersham, together with any further applications from other parishes in the future.

**Cabinet:**

- (a) **APPROVED** the process for supporting the preparation of the Neighbourhood Development Plans, as set out in the report at paragraphs 10 and 12 (producing a Neighbourhood Development Plan) and paragraph 14 (area designation), and the proposed consultation methods to be used drawn from those set out in Appendix A as appropriate to each case.

- (b) **APPROVED** the application to designate Linton and Hildersham as a Neighbourhood Area.
- (c) **AGREED** that future decisions on Neighbourhood Planning matters be delegated to the Planning Policy and Localism Portfolio Holder.

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### Standing Items

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#### **94. ISSUES ARISING FROM THE SCRUTINY AND OVERVIEW COMMITTEE**

No issues arising from the Scrutiny and Overview Committee were reported.

#### **95. ISSUES ARISING FROM THE PARTNERSHIPS REVIEW COMMITTEE**

Councillor Ben Shelton, Chairman of the Partnerships Review Committee, reported that the last meeting of the Committee focussed on policing, crime and disorder and had been very useful.

#### **96. UPDATES FROM CABINET MEMBERS APPOINTED TO OUTSIDE BODIES**

Councillor Nick Wright, Portfolio Holder for Housing, reported that approval was very close to being granted for the move of General Papworth Hospital to Cambridge University's Biomedical Campus. It was anticipated that the actual move would take place in 2017.

Councillor Ray Manning, Leader of the Council, had recently attended a Drainage Board meeting and reported that its rates would be increasing. This was due to the requirement for a machine to be purchased to clear weed and debris from pumping lets at a cost of £85,000. The lets used to be cleared manually but this could not continue on health and safety grounds. Additionally, bypasses and over-boards also needed to be introduced at a cost of £45,000.

#### **97. REPORTS FROM CABINET MEMBERS ATTENDING PARISH COUNCIL MEETINGS**

Councillor Mark Howell, Portfolio Holder for Housing, reported that he had recently attended a meeting of Dry Drayton Parish Council.

#### **98. REPORTS FROM MEMBER CHAMPIONS**

Councillor Sue Ellington, Champion for Health and Wellbeing, provided Cabinet with an update in relation to the Clinical Commissioning Group's strategic direction for the provision of Health Care over the next five years. Councillor Ellington reported that Price Waterhouse Cooper had carried out an independent study which indicated there would be a £250 million shortfall by 2020 if services continued to be provided using the current funding model. She envisaged any growth in the health and wellbeing economy being created within the community services, but there was a real concern about how funding could be found in the first instance to support this growth, especially since it was now unclear as to the availability of the Better Care Fund. The current funding model could mean that one of the hospitals in the Cambridgeshire area would be unsustainable, however, there had also been a significant growth in the local population resulting in 16,700 new registrations with a General Practitioner in 2013, so there was a need to lobby Government for this to be reflected in funding.

**99. SOUTH CAMBS LTD UPDATE: TRANSFER OF LEASEHOLD GENERAL FUND PROPERTIES**

Cabinet **AGREED** to exclude the press and public from the meeting during consideration of the following item in accordance with the provisions of Section 100(a)(4) of the Local Government Act 1972 (exempt information as defined in paragraph 3 of Schedule 12A (as amended) of the Act).

Councillor Mark Howell, Portfolio Holder for Housing, presented the exempt report.

Cabinet **AGREED** the recommendations as set out in the report.

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**The Meeting ended at 7.55 p.m.**

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# Agenda Item 6



South  
Cambridgeshire  
District Council

**Report To:** Leader and Cabinet

10 July 2014

**Lead Officer:** Director of New Communities & Planning

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## Local Transport Plan and Long Term Transport Strategy

### Purpose

1. The purpose of this report is to agree the Council's response to Cambridgeshire County Council's (CCC) consultation on the Local Transport Plan (2011-31) Policies and Strategy document and Long Term Transport Strategy. The public consultation runs for 5 weeks from 5 June to 11 July 2014.
2. This is not a key decision because it is responding to a consultation. It was first published in the June 2014 Forward Plan.

### Recommendations

3. It is recommended that Cabinet agrees:
  - a) the response to Cambridgeshire County Council set out in paragraphs 20-23 and **Appendix 1** of this report.
  - b) delegated authority be given to the Director of Planning and New Communities to make further technical comments in consultation with the Strategic Planning and Transportation Portfolio Holder.

### Reasons for Recommendations

4. Transport improvements across the County are important for the delivery of the growth agenda, the economy, to improve quality of life and safety for local residents and the travelling public. Transport congestion, particularly around Cambridge, impacts on the potential for delivering the high levels of growth required, the environment and economy of the district. Therefore it is recommended that the Council responds to the consultation to ensure the interests of South Cambridgeshire are appropriately incorporated into these transport strategy documents.

### Executive Summary

5. Cambridgeshire County Council (CCC) is carrying out consultation on a 'refresh' to the Local Transport Plan 3 (LTP) Policies and Strategy document (adopted in March 2011) and the Long Term Transport Strategy, between 5 June and 11 July 2014.
6. The County Council has a duty to ensure that the LTP remains current (under the Transport Act 2008) and has updated it to reflect new data and changing context with regard to funding and local development plans. The updated LTP will cover an extended period to 2031 (currently 2026), in line with the plan period for the submitted South Cambridgeshire Local Plan.

7. The LTP forms a suite of documents and this 'refresh' provides the opportunity to incorporate the recently adopted Transport Strategy for Cambridge and South Cambridgeshire (TSC&SC). The Long Term Transport Strategy (LTTS), which sets out the strategic transport requirements over the longer-term (to 2050), will also form part of the LTP once adopted.
8. The report proposes that the Council supports the refreshed Local Transport Plan and Long Term Transport Strategy, as they will support delivery of the growth strategy for the area.

## **Background**

9. The **Local Transport Plan (LTP)** is a statutory document which sets out the transport objectives, policies and strategy for the county. CCC adopted Local Transport Plan 3 (2011-26) in March 2011. The review of the Plan covers the period 2011-31 and is split in to three main parts:
  - The **Policies and Strategy** document sets out the Plan's objectives, problems and challenges and the strategy to meet the challenges.
  - The **Long Term Transport Strategy** provides a high level view of the more substantial transport infrastructure and service enhancements that are needed across the county.
  - The **Transport Delivery Plan** is essentially a business plan detailing how the LTP strategy will be delivered. It details programmes for the delivery of improvements to the transport networks managed by the County Council, and also for the day-to-day management and maintenance of the network.
10. The County Council has a duty to ensure that the LTP remains current (under the Transport Act 2008) and has updated it to reflect new data and a changing context. CCC has not changed the objectives or policy direction of the plan. There are a number of factors contributing to the decision to refresh the LTP at this time. These are:
  - To reflect the longer timescales for the Local Planning Authorities' emerging Local Plans to 2031 (2036 in Huntingdonshire), and to provide support for future planned development and the growth agenda more widely;
  - To incorporate the new Transport Strategy for Cambridge and South Cambridgeshire (TSCSC). This strategy was adopted as a daughter document to LTP3 in March 2014, and provides part of the evidence base to the South Cambridgeshire and Cambridge Submission Local Plans;
  - To incorporate the Long Term Transport Strategy (LTTS) as an LTP3 core document;
  - To refresh the Strategic Environmental Assessment (SEA), Habitats Regulation Assessment (HRA) and Community Impact Assessment (CIA) as part of the evidence base underpinning the LTP;
  - To set the principle of the first LTP3 Implementation Plan being incorporated into the County Council's detailed Transport Delivery Plan, which will fulfil the role of LTP Implementation Plan from April 2015;
  - To reflect the current funding environment for transport schemes (that has changed considerably since 2011);
  - To refresh the text of this document to contain up to date case studies, scheme delivery information and statistics.



11. CCC is also consulting on the **Long Term Transport Strategy (LTTS)** which forms part of the LTP. The LTTS focuses on strategic transport policies and priorities which enable economic growth and support the spatial strategy. It identifies the strategic transport infrastructure required to support emerging Local Plans of Cambridgeshire's districts to 2031 and 2036 for Huntingdonshire. It looks at aspirations for transport and accessibility longer term to 2050 in support of developing a sustainable transport system which makes the most efficient use of our transport network, meets people's needs and helps spread the benefits of economic growth.
12. The LTTS also aligns with Peterborough City Council's LTTS and LTP. Together, Cambridgeshire and Peterborough are at the core of the functional economic area of the Greater Cambridge and Greater Peterborough Enterprise Partnership (GCGPEP) area. The LTTS will inform priorities for investment through the GCGPEP's Strategic Economic Plan which will in turn inform the GCGPEP's negotiations for a growth deal with government through the Single Local Growth Fund.
13. The Strategy considers requirements for the transport network across Cambridgeshire, including those on the trunk road, motorway and rail networks that are managed by the Highways Agency and Network Rail. It also references key schemes in the wider area and region that are relevant to Cambridgeshire, and will help to ensure cross border coordination with neighbouring authorities on transport matters.

### **Considerations**

14. Officers worked closely with CCC in developing the strategy and policies within Local Transport Plan 3 (2011-26). The Council (at a Planning Portfolio Holder's Meeting on 8 March 2011) supported the LTP3 and endorsed the District Statement for inclusion within LTP3.
15. CCC is not proposing any changes to the policy direction of the plan, but the general areas of change in the LTP of relevance to SCDC are:
  - Removal of a section detailing what has been happening within South Cambridgeshire in terms of community transport, which included specific reference to the South Cambridgeshire Community Transport Strategy. This is disappointing as officers worked hard to get this included within LTP3 and it is still current Council policy.
  - Inclusion of more detail on travel planning, which complements Policy TI/2 in the Submission Local Plan.
  - Updated information on air quality and noise, and in relation to climate change.
  - More information about the linkages with the Local Enterprise Partnership.
  - Removed specific reference to the Green Infrastructure Strategy.
  - Recognises the local transport aspirations of Parish Council's included within their Parish Plans and commits CCC to work with District and Parish Councils to help deliver them.
  - Includes the Science Park Station and Foxton Level Crossing as major schemes to be delivered.

16. The LTTS has also been prepared in partnership and includes more detail on proposals to 2031 to complement the Local Plan. However it also looks ahead to 2050 to address the longer-term strategic picture to ensure the most efficient use of our transport network and help spread the benefits of economic growth.
17. A Transport Strategy for Cambridge and South Cambridgeshire (TSC&SC) was prepared in parallel with the Cambridge and South Cambridgeshire Local Plans and supports the development strategy for the greater Cambridge area. The Council made comments on the draft TSC&SC (at a Planning Policy and Localism Portfolio Holder's Meeting on 17 September 2013) supporting the Strategy in view of the needs of Cambridge and the wider area and seeking to address the transport implications. The Transport Strategy provides an important part of the evidence base for the Local Plans. The adopted Strategy has now been incorporated into the LTP now being consulted on.
18. The LTP, LTTS and TSC&SC also form an important bargaining tool for CCC and other bodies (such as the LEP) when bidding for funding from the various funding streams available from central Government.
19. The current consultation does not alter the strategy or policy direction of the LTP, but extends the timescale covered by the plan (from 2026 to 2031), consistent with the emerging Local Plan, and incorporates the TSC&SC. The text has also been updated to reflect the latest funding position (including reference to City Deal) and provide more up to date case studies and scheme delivery information and statistics. As a result, the proposed response to the consultation is largely around points of detail that are technical in nature; these are included in Appendix 1.

### **Proposed Response**

20. South Cambridgeshire District Council supports the refreshed Local Transport Plan in so far as it reflects the longer timescales in the Council's emerging Local Plan to 2031 and provides support for future planned development and the growth agenda more widely. The Council also supports the incorporation of the newly adopted Transport Strategy for Cambridge and the South Cambridgeshire within the LTP.
21. SCDC also supports the Long Term Transport Strategy, which will be incorporated into the LTP, when adopted.
22. The Council recognises the importance of having up to date transport strategy documents to assist with the delivery of planned development and for securing funding to assist delivery of the wider growth agenda.
23. The Council also has a number of more detailed technical comments on the LTP and LTTS. These are set out in Appendix 1 to this report.

### **Options**

24. Alternative options would be not to respond to the consultation, but given the importance to the district this is not recommended. The Council could make a different response, or add additional comments.

## **Implications**

25. 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***

26. Having up to date transport strategy documents is an essential bargaining tool for Cambridgeshire County Council and other bodies (such as the Local Enterprise Partnership) when bidding for funding from the various funding streams available from central Government.

### ***Risk Management***

27. The LTP and LTTS are important to the delivery of development in the district and the wider growth agenda.

### ***Climate Change***

28. The LTP and LTTS seek to provide people with a better choice of mode for travel, helping to reduce the reliance upon the private car. This could help reduce emissions from travel.

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

29. A number of Council services have been consulted in the preparation of this report, including the Partnerships Team and Environmental Health.

## **Effect on Strategic Aims**

30. **Aim 2** - We will work with partners to create opportunities for employment, enterprise, education and world-leading innovation.
31. **Aim 3** - We will make sure that South Cambridgeshire continues to offer an outstanding quality of life for our residents.

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

- Local Transport Plan 2011-31 Policies and Strategy:  
[http://www.cambridgeshire.gov.uk/info/20006/travel\\_roads\\_and\\_parking/66/transport\\_plans\\_and\\_policies](http://www.cambridgeshire.gov.uk/info/20006/travel_roads_and_parking/66/transport_plans_and_policies)
- Long Term Transport Strategy:  
[http://www.cambridgeshire.gov.uk/info/20006/travel\\_roads\\_and\\_parking/66/transport\\_plans\\_and\\_policies/5](http://www.cambridgeshire.gov.uk/info/20006/travel_roads_and_parking/66/transport_plans_and_policies/5)

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**Additional detailed comments on the Local Transport Plan and Long Term Transport Strategy**

***Comments that relate to both the Local Transport Plan and Long Term Transport Strategy:***

- References to the development strategy do not differentiate between the allocated sites within the adopted Local Development Framework and the proposed sites within the Submission Local Plan, which has yet to be examined or adopted. There are many references to 'planned' development, which is used to refer to sites in adopted and emerging plans. The status of different plans should be acknowledged.
- References to 'Waterbeach Barracks' should read 'Waterbeach New Town'.
- References to 'West Cambourne' should refer to 'Cambourne West'.
- There are some minor inconsistencies between the content of the LTP and LTTS in terms of the scheme costs and timescales (for example between Figure 5.1 in the LTP and Figure 4.2 in the LTTS).
- The boundaries of the major development areas shown on the maps should be checked against the Submission Policies Map (<https://www.scamb.gov.uk/content/proposed-submission-policies-map>).
- The image for 'The planned new town of Northstowe in South Cambridge' shows an outdated masterplan for the development, and should be replaced with the approved Development Framework Document from 2012.

***Detailed comments on the Local Transport Plan:***

- The Council supports the inclusion of additional information on travel planning, which complements Policy TI/2 in the Submission Local Plan.
- The Council supports inclusion of the Science Park Station and improvements related to the Foxton Level Crossing as major schemes.
- The Council would like to see reference to the Green Infrastructure Strategy retained, as it remains part of the evidence base for the Local Plans which policies are seeking to implement.
- The Council is disappointed that references to the South Cambridgeshire Community Transport Strategy have been removed from the LTP. This is an important strategy for the district and it should be reference din the County Council's plans.
- The Council supports the recognition given to Parish Councils' local transport aspirations, included within their Parish Plans, and the commitment to work with District and Parish Councils to help deliver them.
- 'Challenge 7' (page vii) – should also make reference to noise and the responsibilities the County Council has with noise priority areas and assisting in noise action planning to consider opportunities for reducing noise from transport. (see other comments for more detail)

- 'The Issues' (page 1-7) – the first paragraph refers to large scale growth planned for much of the county through emerging Local Plans – there is no reference to existing allocations in the adopted Plans, such as Northstowe and edge of Cambridge sites.
- Figure 1.2 refers to 'housing allocations in emerging Local Plans from 2013'. This should refer to 'proposed housing allocations in Submission Local Plans from 2014'.
- 'Key actions to meet environmental targets' (page 2-17) cross-refers to further detail on actions to reduce carbon emission on page 4-84 – this does not appear correct.
- Typo – first line of the last paragraph on page 2-17 – based **ion** bus mileage.
- Reference to the Joint Strategic Needs Assessment (page 3-5) should be explained, rather than just using an acronym.
- 'Issue - noise' (1<sup>st</sup> paragraph on page 3-16) - The potential health impact of adverse levels of noise is understated. Noise is not just an irritant; it can have a major impact on quality of life and can affect health. Excessive noise levels can disrupt communication, disturb sleep and generally affect our quality of life. Exposure to road noise has been shown to be associated with increased levels of stress and some studies have linked this with the possibility of long-term effects on blood pressure and on cardiovascular disease. This paragraph should reflect this.
- 'Issue – noise' (2nd paragraph on page 3-16) – It would be helpful to make reference to the County Council's obligations under the Environmental Noise Directive / Noise (England) Regulations 2006 as amended to assist with in the management of environmental noise, primarily transport noise and its effects on human health and quality of life. There is a responsibility to consider DEFRA identified road transport noise priority areas for which the County Council is responsible. In line with the Government's policy on noise, DEFRA's Noise Action Plan aims to promote good health and good quality of life (wellbeing) through effective management of noise. Noise Action Plan Detailed & Agglomeration Data were published in January 2014: [https://www.gov.uk/government/uploads/system/uploads/attachment\\_data/file/276236/noise-action-plan-agglomerations-appb-201401.pdf](https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/276236/noise-action-plan-agglomerations-appb-201401.pdf)
- DEFRA's Noise Action Plan requires the County Council to investigate 'Important Areas' (giving priority to those containing 'First Priority Locations'). The locations of major roads in South Cambridgeshire already identified as part of the 'First Priority Locations' identified in the First Round should be detailed e.g. specific areas on A10 north, A14, A505, A428, and Newmarket Road). Noise Action Planning First Priority Locations for Major Roads and Major Railways outside agglomerations map number 163 / 164 shows the priority areas in the Cambridgeshire area can be downloaded from: strategic noise maps for England produced on behalf of the Secretary of State can be found via: <http://archive.defra.gov.uk/environment/quality/noise/environment/actionplan/locations.htm>
- It is also important to note that under the Government's round 2 of noise action planning (published in January 2014) the Cambridge Urban Area (focused on the City but includes parts of South Cambridgeshire concentrated on the major arterial roads around the fringe sites) has been subject noise action planning and the County will have a role to play as the authority responsible for transport within the agglomerations. This should be recognised in the LTP and LTTS. It has also been included as one of the Government's Public Health Outcomes Framework indicators: <http://www.phoutcomes.info/search/noise#gid/1/pat/6/ati/102/page/0/par/E12000006/are/E10000003>

- There are inconsistent references to 'Local Growth Fund' or 'Single Local Growth Fund' (e.g. introduction and page 4-2).
- 'Road Freight' (starting on page 4-16) could usefully include reference to use of faster broadband and improved ICT to improve freight efficiency logistics and fleet management, consistent with the LTTS.
- 'Felixstowe to Nuneaton – F2N' (page 4-18) could add reference to quadrupling of rail freight traffic through the county, consistent with LTTS. Also, there is no reference to the A605 Kings Dyke Level Crossing at Whittlesey, referenced in the LTTS.
- The list of development locations (page 4-23) should include Waterbeach New Town. Cambourne West is a village extension rather than a new settlement.
- The first bullet in the last section (page 4-23) should refer to 'existing **sustainable** settlements'.
- 'Cycling' (page 4-39) refers to the TSC&SC detailing improvements for cycling in Cambridge to make it easier for people to cycle as part of longer journeys on buses or trains. This should also refer to opportunities in South Cambridgeshire.
- 'Huntingdon to St Ives bus priority measures' (page 4-44) makes reference to funding from the 'Growth Deal' should this be 'Local Growth Fund'?
- 'Personalised travel planning' (page 4-53) refers to Orchard Park as being in Cambridge – it is in South Cambridgeshire.
- 'Demand Responsive Transport' (on page 4-61) should be expanded to read: "Demand responsive transport (DRT) refers to non-traditional bus services that match services more closely to customer need. Services can either run to a timetable or be entirely matched to demand. Through the CFT programme DRT services will be running from June 2014 on Service 28, covering 16 parishes west of Cambridge and south of the A428 (in both South Cambridgeshire and Huntingdonshire). Service 28 will offer scheduled services at times of peak demand, including a Thursday (market day) service between Cambourne and St Neots and operate on a DRT basis at other times. The C2 service which runs to a fixed schedule between Hatley and St Neots on Thursdays will also be available to provide additional capacity. Working with the District Council and local communities, the DRT option will be explored in other areas of South Cambridgeshire."
- 'Progress to date with community transport schemes' (page 4-62) – there appears to be text missing.
- 'Air quality – A14' (page 4-94) – refers to the A14 widening scheme having a positive impact on air quality along the route – whilst this is expected to be the case the Highways Agency has yet to publish it's final scheme proposals, including the final Environmental Impact Report.
- 'Land use planning' (page 4-95) should also make reference to the requirement in the development plan for larger developments to produce a Low Emission Strategy (e.g. South Cambridgeshire Submission Local Plan Policy SC/13 Air Quality and Policy TI/2 Planning for Sustainable Travel). This should assist with encouraging the reduction in emissions, such as through use of electric cars, car charging points and wider green technology.

- Challenge 8 (page 4-101) refers to the National Planning Policy Framework but not the more recent National Planning Practice Guidance.
- The Council would like additional information added to Challenge 3 (in the 'Leisure routes' or the 'Improve the integration of all modes of transport and provide good connectivity between walking, cycling, bus and rail services' section) as follows: "South Cambridgeshire District Council is piloting (with support from the Local Sustainable Transport Fund and the National Trust) a novel service which integrates bus and bike travel to provide access to South Cambridgeshire villages along the Barton- Gamlingay corridor. The public service bus will tow a 20 bike cycle trailer departing from Cambridge Rail Station, four times per day on Sundays and bank holidays. Not only will this offer a Sunday service to villages not currently served by public transport, but provide a sustainable transport alternative from Cambridge to leisure destinations such as the Wimpole Estate and to numerous Wildlife Trust sites. The service will be in place from July 2014."
- Health Issues - the Council agrees with all the challenges and the priorities of the transport plan. The references to health and wellbeing and road safety are aligned to other strategies and plans at both a local and county level. However, the section on road safety doesn't mention the importance of the role design and masterplanning has in the growth sites in helping to design out Road Traffic Accidents and therefore reduce Killed and Seriously Injured numbers. Department for Transport / Department of Health *Transport and Health Resource: Delivering Healthy Local Transport Plans*, January 2011 publication: <https://www.gov.uk/government/publications/transport-and-health-resource-delivering-healthy-local-transport-plans>
- Air quality Issues – the Council supports the refreshed LTP text as reflecting the current position in South Cambridgeshire. It is unclear whether the Eastern Region Freight Quality Partnership still exists. If it does it is not fulfilling the desired function to reduce emissions and the Partnership may therefore need reviving.
- It should be noted that noise and air quality issue are cross cutting and are not just related to LTP3 objective 5 - Meeting the challenges of climate change and enhancing the natural environment. This should be acknowledged. Minimising and considering measures to improve air quality and noise transport related impacts will assist in achieving LTP Objectives 1- improve their quality of life, 2 and 3 - sustainable communities.

***Detailed comments on the Long Term Transport Strategy:***

- Typo – end of the third paragraph (page 2-1) – duplication of '12.8%'.
- Last paragraph (page 2-1) refers to the towns in the Cambridge Sub Region but does not list Haverhill.
- Figure 2.4 refers to 'housing allocations in emerging Local Plans from 2013'. This should refer to 'proposed housing allocations in Submission Local Plans from 2014'.
- 'The bus / guided bus network' (page 3-2) should include reference to improving sustainable access to bus stops / passenger transport interchanges.
- 'Rural transport services' (page 3-3) – include reference to innovative services such as access to information and services on websites.
- Typo – 1<sup>st</sup> paragraph (page 3-4) – 'for either the whole **of** [or] part'.
- Typo – Appendix B (page B-2) – 'increases in longer **tips** [trips] by cycle'



# Agenda Item 7



South  
Cambridgeshire  
District Council

**Report To:** Leader and Cabinet

10 July 2014

**Lead Officer:** Director of Health & Environmental Services

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## Priorities for “Ageing Well”, Children, Young People & Families, Health & Wellbeing, and Communities & Localism

### Purpose

1. To seek Cabinet’s agreement to adopt the Joint Portfolio Holder Task & Finish Group (JPFH T&FG) recommendations on corporate priorities for “Ageing Well”, Children, Young People & Families, Health & Wellbeing, and Communities & Localism.
2. This is a key decision because it is significant in terms of its effects on communities living and working in an area comprising two or more wards or electoral divisions in the area and it was first published in the March 2013 Forward Plan.

### Recommendations

3. That Cabinet agrees:
  - (a) The outcomes and ambitions in **Appendix 1** and outline action plans in **Appendix 2** as the South Cambridgeshire DC priorities for “Ageing Well”, Children, Young People & Families, Health & Wellbeing, and communities & locality-working, to be delivered as part of the 2014-19 Corporate Plan.
  - (b) Delegate the reorganisation of resources within the Sustainable Communities & Partnerships Team to support delivery of the recommendations in this report to the Director, Health & Environmental Services, in consultation with relevant Portfolio Holders.

### Reason for Recommendations

4. Cabinet is recommended to agree the recommendations to support delivery of SCDC Corporate Plan commitments, support the Sustainable Communities & Partnerships Team working more commercially (including securing external funding to deliver community projects), develop more effective relationships with Parishes, and ensure a corporate approach to delivery of these priorities across the Council and in working with partners.

### Background

5. As a contribution to the delivery of the South Cambridgeshire DC Corporate Plan and Medium Term Financial Strategy (MTFS) targets, £100k efficiencies have been delivered in 2013-14 by merging the Sustainable Communities and Partnership Teams. As a result, Cabinet agreed to review the new team’s work priorities via a Joint Portfolio Holder Task & Finish Group under the Portfolio Holders for Planning & New Communities and Environmental Services (with membership set-out in **Appendix 3**) with the aim of:

- (a) Undertaking a stock-take of what SCDC is currently doing in the areas of Ageing Well, Children Young People & Families, Health & Wellbeing, and Communities & Localism
  - (b) Providing strong Elected Member leadership to shape future service delivery.
  - (c) Providing officers with clarity of direction
  - (d) Clarifying and setting out clear outcomes, ambitions and priorities for what the Council wants to achieve for residents and communities in the context of the delivery of the Corporate Plan and £100k efficiencies.
6. The JPFH T&FG, including a Member of the SCDC Youth Council, met 4 times over 4 months, with a dedicated Officer Working Group drawn from across all SCDC Directorates meeting each week to develop the work and direction set by Members. In addition to consideration of the SCDC Corporate Plan, the South Cambridgeshire Crime & Disorder Reduction Partnership, Local Health Partnership and Children's Area Partnership plans, Elected Members heard evidence from a variety of sources, including Cambridgeshire County Council Adult Services, the Cambridgeshire Director of Public Health, and the Cambridgeshire & Peterborough Clinical Commissioning Group Director of Strategy. Additionally, the SCDC Partnerships Review Committee took evidence from the Cambridgeshire County Council Children's Services Director, Principal of Swavesey Village College, Chief Executive of Romsey Mill, and representatives from the Shelford & Stapleford Youth Initiative. The Portfolio Holder PNC also attended a joint meeting of the Village College Principals, while views have also been fed in from the "Allyance" group of 13 primary schools.

### **Considerations**

7. The recent development of a Cambridgeshire Health & Wellbeing Strategy, the completion of delivery of the previous SCDC Children's Plan, the need to actively and corporately plan for future demographic change and an increasingly ageing population, a Member desire to clearly set-out how SCDC will work with and support local communities, and the need to take a more commercial approach to service delivery resulted in the 2014-2019 SCDC Corporate Plan committing the Council to develop and deliver action plans on Ageing well, Children, Young People & Families, Health & Wellbeing, and supporting communities and locality working. These priority outcomes and actions in Appendices 1 & 2 help fulfil that commitment.
8. Evidence from health, Village College and Primary School partners led Members to focus on prevention and early intervention activities as key to avoid constantly reacting to "predictable" crises. A key priority agreed by Members priority was working with partners to better support the emotional and mental health & wellbeing of primary school children to ensure they are "fit to learn" and be successful at school and in developing skills for future employment.
9. Elected Members recognise that SCDC officers are working very hard on lots of activities. Rather than officers simply attempting to do more with limited resources, Members wanted to see more focus on SCDC supporting and enabling the development of community groups and social networks that harness community strengths, capacity and talent that enables communities and Parishes to deliver local community services and solutions for themselves.
10. Members were also keen to ensure that SCDC did not take on or duplicate the work of other agencies and partners. The recommended outcomes and actions seek to clearly set out SCDC's strengths and roles in delivering these priorities, and therefore what the Council will not do and what it expects partners to contribute as part of a joined-up approach to service delivery.

11. Members noted the success of other Councils in identifying and bidding for external funding and drawing in sponsorship to support both internal initiatives (such as ParkLife and Community Awards events), and local groups and community activities. Members endorsed exploring how SCDC could access the skills and extra capacity needed to better generate such income. This supports the SCDC Corporate Plan priority to move to a more commercial approach to service delivery.
12. Numerous surveys identify South Cambridgeshire as a relatively wealthy, healthy place to live, with a superb quality of life for the majority of residents. However, SCDC acknowledges that this broad description masks a “pepper-pot” of deprivation and social issues which do not readily show-up in official data. Partners identified that SCDC was uniquely placed through Councillors’ close relationships with Parishes and their knowledge and networks “on-the-ground” to get close to and better understand the needs of residents and communities across the District and so improve the quality of “fine-grained” data and intelligence being used to plan services.
13. Key data that informed JPFH T&FG Members views on priorities included:
  - (a) Educational attainment of South Cambridgeshire Children & Young People in receipt of free school meals is significantly below the all-England average. This has implications for future SCDC spend on benefits and on the development of the skills needed to support economic prosperity and growth.
  - (b) The 19-25 age group is the most likely to be a repeat “victim of crime” in South Cambridgeshire. Vulnerable young people in this age group are also at greatest risk of being “lost to the system”, as they are no longer supported by Children’s Services after the age of 18.
  - (c) Routine and manual workers in South Cambridgeshire continue to have higher-than-average rates of smoking. This group should be the target for smoking-cessation activities through “health & safety at work” advice.
  - (d) Having a fall is a key trigger for elderly residents accessing social care and health services. SCDC should therefore continue to focus on preventing and reducing falls, particularly amongst older SCDC tenants.

### **Options**

14. Cabinet can agree, reject or amend the recommendations set out in paragraph 3 above, including:
  - (a) outcomes, ambitions and outline action plan included at Appendices 1 and 2
  - (b) the re-alignment of existing budgets to deliver these corporate plan commitments

### **Implications**

15. 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***

16. The efficiency target of £100k, agreed as part of the 2013-14 MTFS has been delivered. Agreeing the recommended priority outcomes and action plan will support this and enable the new team to work more flexibly across the Council, deliver agreed priorities, take advantage of commercial opportunities and secure external funding where appropriate.

17. It is anticipated that delivery of these corporate outcomes and action plan can be achieved through the re-alignment of current budgets. Officers will work with relevant Portfolio Holders to identify at least £30k of current budgets to be used in support of this work.

***Legal***

18. Completing publication of clear “Localism Act” processes will demonstrate SCDC’s compliance with statutory requirements.

***Staffing***

19. A formal staff consultation is currently underway on a proposal to reorganise the new Sustainable Communities & Partnerships Team to deliver the corporate plan commitment to move to locality / patch-based work and review job roles to reflect future corporate priorities and approaches.

***Risk Management***

20. As part of the detailed implementation planning, a risk register will be developed for action and review.

***Equality and Diversity***

21. As part of detailed implementation planning, equality impact assessments will be undertaken and reported for consideration to relevant Portfolio Holder meetings.

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

22. Extensive consultation has taken place in developing the JPFH T&FG recommendations, as set out in para.10 above. A Member of the South Cambridgeshire Youth Council sat with SCDC Councillors as a member of the JPFH T&FG.

**Effect on Strategic Aims**

**Aim 1 – Engage with residents, parishes and businesses to ensure we deliver first-class services and value-for-money.**

23. The recommendations will help deliver successful vibrant villages, and support community groups and locality working, as set out in the SCDC corporate plan.

**Aim 2 – Work with partners to create opportunities for employment, enterprise, education and world-leading innovation.**

24. The JPFH T&FG recommendations will provide clarity on SCDC’s priorities and role in delivering partnership working, and provide a clear focus on improving educational outcomes for young people and helping them develop the employment skills they need to be successful in South Cambridgeshire’s growing economy.

**Aim 3 – Ensure that South Cambridgeshire continues to offer an outstanding quality of life for our residents.**

25. The JPFH T&FG recommendations will help improve the health and wellbeing of local communities and support corporate plan commitments to develop a “Lead Professional” approach to families with the most complex needs.

**Background Papers:** None applicable

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# Appendix 1

SCDC Corporate Outcomes & Ambitions for :

1. Ageing Well,
2. Children, Young People & Families
3. Health & Wellbeing
4. Communities and Localism

# SCDC HWB, CYP&F, AW, & Localism

## New Shared Corporate Outcomes - 1



### Children, Young People & Families

- Improve participation – Youth Council & Community Groups
- Improving access-to-services
- Focus partnership working on prevention and :
  - early years 0-11 interventions, particularly around emotional wellbeing & mental health, to ensure CYP&F are “fit to learn”
  - 19-25 age group, as most likely to be repeat victims of crime in South Cambs and most at risk of being “lost” to the system
  - Improving educational attainment for CYP on free school meals
- Embed Together for Families / Lead Professional / MDT approach across SCDC
- Focus on supporting carers and future carers “quality of life”

### Ageing Well

- People live independent lives at home & in their local community
- Increase participation to build community networks
- Reducing loneliness and social isolation
- Preventing falls.
- Improve access-to-services
- Trusted sources of information and communication
- SCDC providing value-for-money “commercial” services
- Focus on supporting carers and future carers “quality of life”

### Health & Wellbeing

- Improving quality life expectancy, public health outcomes and getting people fit to work.
- SCDC residents “Live Longer, Live Better”
- Delivering evidence-based, prevention services
- Reducing smoking and sedentary lifestyles
- Use Local Plan policies as health & wellbeing “levers” – design HWB into New Communities
- Work with local GPs and LCG to join-up service planning and improve the local “health system”
- Work with partners to improve access to immunisation and health screening programmes and reduce infections.
- Focus on vulnerable people to prevent future crises

### Localism

- Empowered communities able to help themselves
- Building social networks and community groups, promoting a “social value approach”, focusing on community activities for teenagers and older people
- Supporting development of Community-led / Parish Plans and Neighbourhood Plans
- SCDC as enabler, facilitator, possibly deliverer and/or funder of community-led initiatives
- Deliver Localism Act statutory functions
- Increase Volunteering & Community Participation
- SCDC will help those communities willing to help themselves
- Work with Community Groups as well as Parishes

# SCDC HWB, CYP&F, AW, & Localism

## New Shared Corporate Outcomes - 2

### Improving the Way We Do Things

- Identifying structured intervention points in people’s lives (CYP & AW)
- Information-sharing across Agencies
- Together For Families programme
- Satisfied customers – people like what we do
- Invest in prevention
- Develop a clear set of KPIs and Management Information to tell the story of success.

### Maximising value of Public Finances

- Generating income / commercial approach
- Deliver excellent, cost-effective and vfm services



# Appendix 2

## Outline Action Plans



# Delivering Solutions...1

## Improved, joined-up Processes



- **Statutory Processes**
  - Localism Act – clear processes to deliver our statutory duties
  - Safeguarding – continue to embed processes across SCDC
- **Operational Processes**
  - Locality Working – single reactive & proactive process to be adopted across SCDC to improve and join-up intelligence and communications for Councillors, Parishes & Partners & join-up SCDC case-management, delivery and resource tasking
  - Includes early access to Elected Members’ local knowledge and contacts
  - Regular SCDC Locality Meetings with Partners to deploy joined-up SCDC & Partners’ resources
  - Embed use of “E-CINS” as shared case-management & info-sharing system

# Delivering Solutions...2



- **Children, Young People & Families**

- Focus partnership approach to CYP&F on:
  - prevention & early intervention with children aged 0-11 to support improved emotional wellbeing and mental health to ensure they are “fit to learn”
  - 19-25 age group most at risk of being repeat victim of crime in South Cambs and most in danger of being “lost” to the system
  - Improving educational attainment for South Cambridgeshire Children & Young People on free school meals by developing improved links with South Cambridgeshire schools.
- Support development of community-led activities for older children.
- Promote and develop influence of SCDC Youth Council
- Explore Parish Councils having a Youth Councillor
- Adopt a “Lead Professional” / “Multi-Disciplinary Team” (MDT) approach across SCDC and train SCDC Officers as “Lead Professionals” to support Together for Families Programme.
- Continue to embed safeguarding children processes across SCDC
- Build improved links and information sharing with South Cambridgeshire primary and secondary schools
- Support carers through development of community support groups and children’s groups (see Carers’ JSNA)

# Delivering Solutions...3



- **Ageing Well**

- Bring together all SCDC Older People's Services delivery in Affordable Homes "Supported Housing" Team
- Develop new SCDC Older People's Services to be "tenure-neutral" and commercial in approach.
- Continue to embed safeguarding of vulnerable people processes across SCDC
- Develop a whole system approach "Older People's Strategy" with key partners to research impact of and redesign services for our ageing population.
- Develop policy on Housing-mix for older people e.g. Build Bungalows? "Gated Communities"? Via Planning? Via Housing Company?
- Support carers through development of community support groups and children's groups (see Carers' JSNA)

# Delivering Solutions...4



- **Health & Wellbeing**
  - Focus on prevention & early intervention to prevent crises, particularly for vulnerable groups
  - Agree a joined-up approach with local GPs, Acute sector, community health services, LCG / CCG to joint planning and so improve the operation of the local “health system” and its links with the wider determinants of health, such as housing, transport and employment.
  - Agree key Public Health Outcomes to focus on with Partners, including:
    - Reduce smoking in pregnancy and amongst routine and manual workers
    - Improve access to immunisation and health screening
    - Reducing falls in elderly as a key trigger for accessing social care services
  - Increase participation and engagement in community groups to create social networks and reduce isolation and loneliness.
  - Focus on growth areas and ensuring we design and support creation of healthy new communities.
  - Target business parks as “business communities” for health promotion activities.

# Delivering Solutions...5



- **Localism**

- Agree & Communicate a clear statement of SCDC “Localism” approach
- Develop clear “Locality” SPOC & Communications for SCDC Members & Partners
- Set-up Locality patches and meetings aligned to partners’ delivery arrangements to include Locality-leads for SCDC EH&L, Development Control, Housing, & Sustainable Communities reps.
- Continue roll-out of E-CINS support system
- Set-up clear reporting / referral system for passing on issues and concerns to the appropriate agency
- Share knowledge of local issues via SCDC Locality Meetings
- Prioritise support for development of Community-led / Parish Plans, Neighbourhood Plans and Parish Emergency Plans as a locality / “bottom-up” approach to reflect local ambitions.
- Analyse current Community-led Plans to identify key Parish and locality themes and shared-issues across the District to feed into the 2015-16 Corporate Plan priorities.
- Set-up regular SCDC Members / Parish / GP / Police / Faith Group /Community Group / Business locality networking meetings to build relationships, align ambitions and share information.
- Support Community Development Projects via CIL Regulation 123 list & money
- Focus on supporting development of new communities in growth areas

# Appendix 3

## Joint Portfolio Holder Task & Finish Group Members

- Cllr Mick Martin
- Cllr Pippa Corney
- Cllr Sue Ellington
- Cllr Lynda Harford
- Cllr Bridget Smith
- Cllr Hazel Smith
- YCllr Tom

# Agenda Item 8



South  
Cambridgeshire  
District Council

**Report To:** Leader and Cabinet

10 July 2014

**Lead Officer:** Chief Executive

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## Shared Services

### Purpose

1. This report sets out progress to date on shared services and proposed next steps for consideration and decision by Cabinet.
2. This is a key decision because it results in the authority incurring expenditure which is, or the making of savings which are, significant having regard to this Council's budget for the service or function to which the decision relates and it was first published in May 2014 Forward Plan.

### Recommendations

3. It is recommended that Cabinet:
  - a) Forms a strategic shared services partnership with Huntingdonshire District Council, whilst continuing to work with the City Council on services where there is a business case and a shared desire to work together;
  - b) agrees to the setting up of a joint informal steering group with the Leaders and/or Portfolio Holders to oversee progress and report back to the respective Cabinets and decision-making bodies;
  - c) Endorses Phase 1 of a shared services programme incorporating Legal, ICT and Building Control;
  - d) agrees to initial funding of up to £50,000 for project management costs from the Council Actions budget for 2014/15, noting that it should be possible to offset this investment either from external funding or efficiency savings.

### Reasons for Recommendations

4. The Council has delivered nearly £5m of efficiencies over the last four years and a further £1.1m needs to be saved by 2015/16. Incremental improvements and budget reductions are no longer sufficient to ensure that the Council can continue to deliver core services in the context of rising needs and expectations from both residents and businesses.
5. In the last two years, progress has been stepped up, with efficiencies delivered via a Business Improvement and Efficiency Programme that has sought to transform services and change the way the Council does business.
6. Meanwhile, the Council's approach to shared services has been incremental. Opportunities to share with willing partners have been taken where it has been possible to demonstrate that this would lead to improved customer service, reduced costs and strengthened resilience. If maintained, this approach would continue to deliver limited efficiencies, but could ultimately lead to fragmented services with a range of different partners.

7. We now have the opportunity to take a more strategic approach designed to improve services, reduce costs and perhaps more importantly, protect and enhance what has been achieved in terms of delivery and performance.
8. It is therefore recommended that the Cabinet develops a strategic shared services partnership with Huntingdonshire District Council, for the reasons set out in the report, whilst also continuing as before to work with Cambridge City Council where there is a business case and desire to shared services.

### **Background**

9. The Council has significant efficiency targets to deliver. Recent reductions in Government Grant are likely to continue well beyond the next General Election to the point where the Council can no longer rely on it and on other sources of income.
10. In addition, South Cambs is one of the leanest district councils in the country, with one of the lowest council tax precepts. It is becoming increasingly difficult to deliver efficiencies whilst protecting the quality of frontline services. It is also proving more and more challenging to recruit and retain staff, to provide career development opportunities and to maintain the in-house specialisms and expertise required within smaller teams to deliver our services to the standard we would want.
11. The Council already has a number of shared services and joint working arrangements, for example:
  - (a) Internal Audit (with Peterborough and Cambridge City)
  - (b) Home Improvement Agency (Huntingdonshire and Cambridge City)
  - (c) Payroll (Cambridge City)
  - (d) Joint Strategic Planning (County-wide and Peterborough)
  - (e) Joint working with Cambridge City on fringe sites.
12. The Council is also actively working on shared governance arrangements with Cambridgeshire County and the City Council in relation to City Deal and proposals will be brought back to Council for approval later this year.
13. Finally, proposals for a joint waste depot and service are being developed with Cambridge City and a report on progress is included elsewhere on this agenda.

### **Considerations**

14. The Council has made good progress on delivering efficiencies, improving customer service and developing a shared approach to a limited range of services.
15. Plans are also in place to ensure that the Council becomes more commercial in the way it operates to maximise income and ensure that core services remain viable.
16. However, given the climate within which we operate and future challenges, it is imperative that we take all opportunities to minimise costs whilst protecting and enhancing services. A more strategic approach to shared services would make a significant contribution to this ambition.
17. Whilst joint working with the City Council will remain important and will be appropriate for some services, the City's urban geography and make-up leads to significant differences of approach and patterns of service delivery. It is therefore proposed that a strategic partnership with Huntingdonshire may be more appropriate. Both



Huntingdonshire and South Cambs are rural and parished, with existing or forthcoming market towns. We also have shared priorities and challenges relating to growth, quality of life, economic development, business support and transport corridors, together with a desire to become more commercial in the way we operate. Service delivery and back office functions are similar in many, although not all, respects.

18. A strategic shared partnership means that we will look in the first instance to work with Huntingdonshire District Council to explore options and to develop a programme of shared services, but that this will not be exclusive. In reality, there will also be services where it would make sense to share across the City, South Cambs and Huntingdonshire or purely with the City Council. This approach will be recommended where it is supported by a shared desire to implement and an outline business case.
19. Informal conversations have taken place in recent weeks with both Huntingdonshire and Cambridge City with regard to potential services where sharing would make sense. These have identified a common desire to move forward with a shared approach to Legal (with Hunts and the City), ICT (with Hunts and the City) and Building Control (with Hunts). These services are all facing significant challenges with regard to recruitment, retention and in-house access to technical and specialist expertise. A shared approach will enable more resilience and reduced costs across all three services, as well as strengthening competitiveness. It is therefore recommended that these services should form phase 1 of a shared services programme. Proposals for sharing building control with Huntingdonshire are outlined in a report elsewhere on this agenda.

#### **ICT Shared Service**

20. In addition to the reasons outlined above, research from elsewhere on shared services demonstrates that ICT is one of the most significant barriers to progress on other shared services and should therefore be an early priority in any shared services programme. ICT can also, in its own right, be a catalyst for significant savings both in relation to management costs and also procurement of systems and licences.
21. The total direct and indirect costs of the ICT services within Cambridge City, South Cambs and Huntingdonshire is £6.1 million. Even a 10% reduction in the annual cost, for example, would achieve savings of £600,000 per annum across the three councils in addition to creating more potential to unlock other savings and income.
22. Both Huntingdonshire and Cambridge City have expressed a desire to work with us to deliver a shared ICT service. This would create a large, robust service with capacity with more in-house for appropriate technical expertise and the potential for income generation. However all three services have challenging in-house programmes to deliver and do not currently have the capacity within existing resources to deliver a shared service.
23. It is recommended, therefore, that a shared resource across the three authorities is created to drive this agenda forward. Whilst this would be an additional annual cost (funded from the Council Actions Budget as per recommendation 3d), it is considered that funding would ultimately be covered via external funding sources or shared services efficiencies.

### **Shared Legal Service**

24. Both Huntingdonshire and Cambridge City have also expressed a desire to work with us to develop a shared legal service. Initial work has been carried out across the three authorities with regard to current functions and responsibilities. This shows that the collective costs of the services are in the region of £1.7m. However further work is required to develop proposals given the complexity of the services.
25. It is proposed, therefore, that an outline business case for a shared legal service is brought back to Cabinet in Autumn 2014.

### **Future Opportunities**

26. In addition to the services identified here as part of Phase 1, it is intended that further work will be carried out to consider other potential opportunities for the future and also to take advantage of any vacancies that arise from now on to develop closer working arrangements.
27. Early consideration has also been given to providing opportunities for staff with regard to joint training and development, secondments, mentoring and other opportunities to build relationships and share expertise.
28. Programme and project management arrangements have already been set up at officer level to ensure momentum and delivery of outcomes. Subject to decisions by Cabinets (in this report at Recommendation 3d), it is proposed to use shared external project management support to ensure a continued focus on delivering outcomes as none of the partners have capacity within existing resources.
29. External funding to support initial project management costs is also being sought via a shared bid to the DCLG's Transformation Challenge Award Funding Pot.

### **Options**

30. It is not considered that carrying on with the current approach is a viable option, for the reasons set out in the report.
31. The Council could continue with an incremental approach to shared services with willing partners as opportunities arise, but would need to significantly step up momentum and this could lead to fragmentation with services delivered with a wide variety of different partners.
32. Alternatively, the Council could choose to work with partners other than Huntingdonshire District and Cambridge City Council. However, it is considered that this would not provide the best fit for either residents or businesses and would not facilitate the maximum possible efficiencies.

### **Implications**

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***

33. The delivery of shared services will require additional capacity for project management. However, it is anticipated that this is likely to be offset either by external funding sources or efficiencies arising from shared services.

Evidence from elsewhere demonstrates that shared services generally deliver efficiencies of between 10% and 15%, whilst also strengthening resilience and improving service. However, outline business cases for each service will be brought to Cabinet with specific financial implications as we move forward.

An overall savings target of £150,000 is proposed in a report elsewhere on this agenda for both shared services and commercialisation projects.

### ***Legal***

34. Any legal implications will be addressed as part of outline business cases for individual services as they are brought forward.

### ***Staffing***

35. Extensive consultation and engagement with both staff and trade unions will be essential as part of this process and initial staff workshops have already been held. In addition, it is anticipated that a joint protocol will be developed with both Huntingdonshire and Cambridge City to ensure a co-ordinated approach across all partners.

### ***Risk Management***

36. Overall, there are considered to be more risks from continuing with the current approach than adopting the recommendations set out in this report. However, the consideration of specific risks will be addressed in outline business cases as they are brought forward.

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

37. None.

### **Effect on Strategic Aims**

#### **Aim 1 – Corporate Aim**

38. Engagement: engage with residents, parishes, and businesses to ensure we deliver first class services and value for money.

The report proposes a more strategic approach to shared services. This will help us to ensure that we maintain and enhance our services, whilst also reducing costs and achieving better value for money for our residents and businesses.

**Background Papers:** None

**Report Author:** Jean Hunter- Chief Executive  
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# Agenda Item 9



South  
Cambridgeshire  
District Council

**Report To:** Leader and Cabinet

10 July 2014

**Lead Officer:** Chief Executive

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## Shared Services: Building Control

### Purpose

1. To seek the approval of Cabinet to develop a business case for a shared Local Authority Building Control Service between Huntingdonshire and South Cambridgeshire District Councils, including use of the South Norfolk mobile working solution, and to work towards an Eastern Region Building Control partnership arrangement.
2. This is a key decision because it is likely to result in the Council 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. It was first published in the May 2014 Forward Plan.

### Recommendations

3. That Cabinet approve:
  - (a) Option 1: To develop a business case for a shared Local Authority Building Control Service with Huntingdonshire District Council
  - (b) Option 2: For the business case to include a viability assessment of the IT solution developed by South Norfolk District Council
  - (c) Option 3: To work with interested local authorities from Cambridgeshire and Bedfordshire to develop a proposal for a Local Authority Building Control cluster to operate within a regional network supported by South Norfolk District Council
  - (d) Option 4: To work with South Norfolk District Council and other interested local authorities to develop a proposal for an Eastern Region Approved Inspector Company, that will interact with the Cambridgeshire and Bedfordshire Local Authority Building Control cluster.

### Reasons for Recommendations

4. In May, South Cambridgeshire and Huntingdonshire District Councils announced a commitment to work towards a Strategic Partnership including for building control. This report sets out the work that has been done, and seeks approval to develop proposals for new working arrangements.

### Executive Summary

5. South Cambridgeshire District Council (SCDC) has considered a Building Control shared service on a number of occasions, but this has not been taken forward due to competing priorities and the upfront costs associated with integrating IT databases, and developing mobile working. A shared Building Control service has been operating in Norfolk since 2004. South Norfolk District Council has secured DCLG Transformation Funding to develop a regional Building Control partnership. The proposed partnership will provide Local Authority Building Control Services (LABC), and also set up an Approved Inspector Company. South Norfolk has developed an IT system that will support mobile working with the intention that it be used by participating authorities working as clusters across the region.
6. SCDC and HDC have worked together with South Norfolk DC since May to formulate outline proposals for a shared Building Control service that would form the basis of a Cambridgeshire Bedfordshire cluster within the regional Building Control partnership. A Memorandum of Understanding has been signed by the three authorities.
7. SCDC has invited all local authorities in Cambridgeshire and Bedfordshire to enter into discussions with the aim of setting up a Building Control cluster, and held an introductory meeting.
8. This report seeks approval to develop a business case for a shared service with HDC, that would be part of a partnership with South Norfolk DC and use the mobile working and automated billing IT system. As a linked but separate project, approval is sought to work with local authorities across Cambridgeshire and Bedfordshire to develop a partnership Building Control service within a regional network.

## **Background**

### **Service Characteristics and changes to the Building Control market**

9. South Cambridgeshire District Council (SCDC) and Huntingdonshire Council (HDC) currently operate separate Building Control Services. Both services are well-regarded, but issues associated with small teams have arisen such as covering for holidays.
10. SCDC's service is provided by 6.8 FTE and Hunts 8.8 FTE (full time equivalent staff). The teams processed a combined total of 2390 applications in 2013/14 with a split of 1240 (52%) in Hunts and 1150 (48%) in SCDC. Both authorities have a similar profile of domestic and commercial applications and generated incomes of £406,000 (Hunts) and £337,625 (SCDC) in 2013/14 respectively. The services have identified that 18% (Hunts) and 42% (SCDC) of the building control work is being done by Approved Inspectors and limited capacity within the existing teams would make it difficult for these Building Control teams to service new growth generated by the local Plans.
11. Current financial regulations stipulate that Local Authority Building Control (LABC) services cannot make a profit and statute requires the services to deliver a number of functions, such as enforcement for which costs are not recoverable. In light of budget constraints there is a need to generally maximise efficiencies.
12. Customers requiring a building control service can choose whether to use the local authority or an Approved Inspector (AI) to advise on building regulations and carry out the relevant inspections.
13. The Localism Act (2011) makes provision for local authorities to operate elements of their services on a commercial basis, subject to certain restrictions. As a result, the

Building Control market is changing with a number of local authorities exploring how they can enter the AI market. Approved Inspectors are able to be profit-making, and have freedom to operate across wider geographical areas. If local authorities set up AI companies, profits could cross-subsidise other aspects of Building Control or other services.

14. There are a number of different AI models which are developing. South Norfolk District Council has developed and secured DCLG funding to support the development of a regional Building Control network including a Regional LABC and an Approved Inspector partnership. In parallel they are developing an integrated IT solution including mobile working and shared marketing material.
15. A LABC partnership has been operating in Norfolk since 2004. It is led by South Norfolk and includes Broadland, Norwich, Kings Lynn and West Norfolk. South Norfolk District Council is developing partnership arrangements with other local authorities in the eastern region. Currently Essex and Hertfordshire authorities are setting up shared service arrangements, with the intention that each county area will operate as a cluster in a regional hub and cluster arrangement to provide LABC and AI services. We have been asked to work with local authorities in Cambridgeshire and Bedfordshire to set up a cluster covering these areas, and invited the local authorities to an introductory meeting. South Norfolk DC intends to share some of the DCLG Transformation Funding with each cluster. A Memorandum of Understanding has been signed by South Norfolk DC, HDC and SCDC agreeing to share information and develop outline partnership proposals.

### **Considerations**

16. As identified above, at a time of reducing budgets, shared service and commercially minded arrangements can offer an opportunity to sustain and improve the current levels of service.
17. Following the Cabinet decision in May 2014, HDC and SCDC have been exploring a number of service design options for delivery of a shared LABC service and in particular one which would meet the following objectives:
  - Maximise potential to generate income
  - Increase resiliency to drive competitiveness and enhance the customer experience
  - Creating efficiencies by maximising other shared infrastructure as well as IT
  - Maximise staff development opportunities

### **Service Design Options**

#### **Option 1: Stand Alone Shared Local Authority Building Control Service between Huntingdonshire and South Cambridgeshire**

18. Our initial work together has identified that Huntingdonshire and South Cambridgeshire have commonalities in service delivery and culture which is advantageous in this context. Both have drive and enthusiasm to deliver high quality and efficient services, which are reflected in the shared objectives above. The alignment in strategic direction has enabled efficient working at this first stage in the project and will continue to provide a sound building block.
19. There are also differences, for example, the authorities use different IT operating systems. There are also differences in numbers of applications and the percentage of non-fee work.

20. Whilst preferable to a single service operating alone, the bringing together of two local authority services would not provide sufficiency resiliency for the LABC to maintain current market share within an increasingly aggressive Approved Inspector market. This presents a risk to both authorities in potential income reduction, placing additional pressure on the services when delivering their non-fee statutory services.
21. Additional investment in technology is essential to gain efficiencies required and would only be achieved by a mobile operating system. This would significantly reduce travel time and costs and to a lesser extent the need for people to provide some support services back in the office. The cost of the two authorities providing and supporting this type of system would be expensive and would exceed any other efficiencies which would be achieved by bringing two services together.

### **Option 2: Adopt South Norfolk mobile IT solution for the Shared Service**

22. The Norfolk Building Control partnership has developed and implemented an integrated IT solution. This solution supports mobile working and allows on-line applications and automated billing. Surveyors are able to do their jobs without coming into the office every day: to collect their programmed site visits; and access and update records. There are also efficiencies in support services.
23. This system is fully operational in South Norfolk and is being implemented at the Kings Lynn office. As a result of the investment, the numbers of applications each officer deals with at the South Norfolk office is notably higher than at Kings Lynn. Our surveyors have been asking for mobile working for many years.
24. South Norfolk is offering its IT system to the East Region Building Control partners and, due to the number of potential partners, has negotiated a significant saving in cost from the supplier. These savings will be passed on to all partners in terms of both set up and operational costs.
25. With this option, HDC and SCDC data would be transferred onto the partnership system, with appropriate access and provision for the data if the partnership ceased. HDC and SCDC would be able to make a step-change in the way services are delivered. South Norfolk has provided estimated set up and operation costs, however these need to be refined to reflect our exact requirements.
26. South Norfolk has advised that each cluster will be given DCLG transformation funding of £100,000 to help meet the IT set up costs. The use of which for option 2 and the other options will be determined as we develop a detailed business case with partners.
27. Approval is sought to develop a detailed business case for this option, combined with Option 1, to be the subject of a further report in September 2014. The report will be supported by a draft legal agreement. This option is not dependent upon Options 3 and 4.

### **Option 3: Local Authority Building Control Cluster**



28. As stated above, South Norfolk DC is working with local authorities across the Eastern region to set up a Building Control partnership. Work is taking place within other counties to set up shared service arrangements that will form county clusters within a regional partnership. It is intended that each cluster will be represented on a Regional Board. South Norfolk is not being prescriptive about how each cluster should operate, recognising that one shape does not fit all and that there will be a need to respond to local organisational cultures, operations and customers.
29. Each cluster would form part the East Regional Building Control (ERBC) partnership. The ERBC and cluster arrangement offers potential benefits including additional service resiliency; potential to share costs of future service improvements, including internet self-service, opportunities to share best practice, secondment and other staff development options, and shared apprentice schemes.
30. All local authorities operation LABC services in Cambridgeshire and Bedfordshire, including Peterborough, have been asked if they would like to explore the viability of a cluster within the regional partnership.
31. Approval is sought to continue this work with authorities across Cambridgeshire and Bedfordshire to develop proposals for a LABC partnership. Any proposals would be the subject of future reports.

#### **Option 4: Regional Approved Inspector Company**

32. As referred to above, the Localism Act 2011 made provision for local authorities to operate on a commercial basis and set up as Approved Inspectors. There are strict restrictions and requirements, including rules regarding geographic boundaries.
33. South Norfolk DC has applied for Approved Inspector status to set up a Regional Company involving local clusters as equal shareholders. Each shareholder would receive a proportion of the profit share. South Norfolk DC has taken legal advice which has confirmed they can undertake work under a regional partnership arrangement in individual local authority areas. This arrangement would potentially benefit SCDC, HDC and the other partner authorities by enabling them to secure a proportion of the profit gained by the AI.
34. A significant amount of further work is required before the Regional Approved Inspector Company becomes established.
35. Approval is sought to continue to work with South Norfolk DC and local authorities across the region to develop a business case for a Regional Approved Inspector Company. Further approval will be required before any commitment is made.

#### **Implications**

36. 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***

37. The detailed financial implications will be considered carefully in the preparation of the business case for each option.

38. HDC and SCDC are not expected to bear the full costs associated with the recommended options, because South Norfolk DC has advised that DCLG transformation funding of £100,000 will be made available to each cluster. In addition, SCDC and HDC have bid for additional transformation funding to help develop partnerships.
39. The initial financial analysis shows a cost saving by year 5 in revenue costs for the LABC service compared to current costs. In addition, the proposed Approved Inspector Company is estimated to achieve significant profit.
40. SCDC is providing project management resources from existing approved budgets. If work continues on the cluster proposal, partners will be asked to make financial contributions.

#### ***Legal***

41. A Memorandum of Understanding has been signed by SCDC, HDC and South Norfolk DC. In preparing a business case for a shared service and working in partnership with South Norfolk DC, a draft legal agreement will be prepared. Each authority is expected to obtain independent legal advice.

#### ***Staffing***

42. There will be staff implications arising from a shared service. These will be covered in more detail in the proposed business case.

#### ***Risk Management***

43. There are potential benefits arising from the options in this report including significant income, but also risks associated with large IT projects and partnership working. They will be assessed in the proposed business case.

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

44. The Building Control teams at HDC and SCDC have been jointly briefed on the contents of this report.

#### **Effect on Strategic Aims**

45. The proposed options support the following Council's Aims and Objectives: ensure best use of Council assets and benefit from opportunities to achieve efficiencies from partnership working, and to move towards commercial approaches. The proposal is to work with HDC and South Norfolk DC to create an effective and efficient Building Control Partnership, and to set up a commercial company to provide Regional Building Control Approved Inspector Services.

**Background Papers:** the following background papers were used in the preparation of this report:

Planning and Economic Portfolio Holder Meeting on 18 December 2012: Building Control Shared Service (agenda and associated documents)

**Contact Officer:** Jo Mills – Director of Planning and New Communities  
Telephone: (01954) 713350

# Agenda Item 10



South  
Cambridgeshire  
District Council

**Report To:** Leader and Cabinet

10 July 2014

**Lead Officer:** Director of Health and Environmental Services

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## **South Cambridgeshire / Cambridge City Single Shared Waste Service - Update**

### **Purpose**

1. To update Cabinet on work to explore creation of a single, shared waste service between South Cambridgeshire and Cambridge City, and seek support for continuing work to develop a final business case.
2. This is not a key decision. It is brought before Cabinet to update on the work and enable Members to shape continuing work on a final business case, consideration of which will be a key decision later in 2014.

### **Recommendations**

3. It is recommended that Cabinet notes and comments on the work so far and agrees to:
  - (a) To work with officers at the City Council and South Cambridgeshire District Council to prepare a final business case for co-location of current services and the creation of a Single Shared Waste Service based at Waterbeach and that this case is reported back to both authorities for a final decision in October 2014, and
  - (b) That the organisational model to be explored in the final business case for the Single Shared Waste Service is a single management structure employed by one Council, with staff on separate terms and conditions linked to either the City Council or South Cambridgeshire District Council, leading to a single organisation wholly run and managed by the two Councils.

### **Reason for Recommendations**

4. Work to develop a final business case for a possible single shared waste service is well underway and this is an opportunity for Cabinet to help shape work over the summer to complete a full business case. The organisation model proposed for inclusion in the final business case is best suited to ensuring the proposed single, shared service is truly owned by both Councils and staff and provides the greatest scope to expand or scale up a shared service if the opportunity arises with other members of the RECAP Waste Partnership.

### **Executive Summary**

5. A review is being carried out on the potential to create a single waste service, based at Waterbeach, to serve both South Cambridgeshire District Council and Cambridge City Council. This report considers updates on work on co-location of the two waste services at Waterbeach and the creation of a Single Shared Waste Service. This update shows initial financial saving benefits from a combined domestic waste

service, with further benefits likely to be delivered from co-location, a single trade waste service and joint vehicle & equipment procurement. Based on this, it is recommended that Cabinet agrees to the preparation of a final business case proposal, for a report back in October 2014 for a final decision. This is a joint report to be considered by both Councils.

## **Background**

6. Both the City Council and the District Council have identified the potential to create a single shared waste service that reduces costs, increases income and leads to a continuing improvement in the waste services that are delivered. This philosophy is consistent with the agreed Charter and Principles of the Cambridgeshire & Peterborough RECAP Waste Partnership, of which both Cambridge City and South Cambridgeshire DC are long-standing members. In exploring the opportunities for co-location and a single shared waste service, the Greater Cambridge Strategic Waste Board has worked to the principles of RECAP Charter previously adopted by both Councils (**Appendix 1**).
7. A Greater Cambridge Joint Waste Strategic Board has been established to oversee a review of the potential for the co-location of current Cambridge City & South Cambridgeshire DC waste services at the existing South Cambridgeshire DC depot at Waterbeach (adjacent to the Amey Cespa waste treatment facility used by both Councils), and the opportunities arising from the creation of a single, shared waste service. The Board has met eight times since the beginning of 2014 and it comprises the Executive/Cabinet Members together with Directors and Heads of Service that are responsible for waste matters at both authorities. This report is made up of the findings of the Strategic Board. In undertaking this work and following an officer-workshop the Strategic Board agreed the Service Design Principles shown in **Appendix 2**.

## **Proposed Vision and Objectives of a Single Shared Waste Service**

8. The Board has reviewed the existing structure and services of both the City Council and South Cambridgeshire District Council. In the case of the City, the service is based at Mill Road and District Council is based at Waterbeach (**Appendix 3** - location plan of Waterbeach depot). A summary profile of each service is also appended to this report (**Appendix 4**).
9. The Board, following consultation with the Unions, has agreed that the vision and ambition is the creation of  
  
*'A Single Waste Service, wholly owned and run by the local authorities, with a single management structure and workforce, located on one site using a single pool of vehicles'*
10. The shared Single Waste Service will include collections for both domestic and trade waste together with fleet management, maintenance and procurement. It is not intended to include street cleansing and grounds maintenance in the core shared service although this might be feasible in the future.
11. Bringing together two neighbouring operations of a similar scale into a single shared service, co-located on one site, offers clear advantages to both the District Council and the City Council, including:

- a. lower operational costs, particularly in the areas of premises, management, administration, fleet and equipment costs;
  - b. maintaining and improving service quality that residents can see and appreciate;
  - c. increased opportunities to market and compete for additional business, for instance in relation to trade waste;
  - d. new opportunities to reduce net costs in relation to fleet procurement and maintenance;
  - e. achievement of service improvements, greater resilience and better performance, through shared knowledge and experience; and
  - f. enhanced opportunities to work with other Cambridgeshire local authorities via the RECAP Waste Partnership to reduce waste collection and disposal costs, improve income and secure service improvements.
12. A vital part of the approach to deliver the advantages above, will be the ability for the Single Shared Waste Service to be democratically accountable to both Councils. It is therefore proposed to establish a single Governance Board made up of the Executive and Cabinet Councillors from the District Council and the City Council. The Board will be responsible for setting the strategic vision of the service, and, crucially, ensuring the Service is accountable for the delivery of the performance targets. In turn there will be a mechanism to regularly report the work of the Board to members within each Council each quarter. It is further proposed to jointly appoint a single, Head of Service to run the single waste service, who will be responsible for operational decisions and operational delivery, accountable through line-management to the Board.

### **Considerations**

13. The Board has considered if a single Council should run the Shared Service and this proposal has been assessed against the design principles set out in Appendix 2. It is recommended that the Single Council option is not pursued because the model:
- a. will not feel or operate like a single service solution;
  - b. does not address the concerns expressed in consultation with the unions; and
  - c. does not provide the greatest scope to expand or scale up a shared service if the opportunity arises in line with the RECAP Charter.
14. It is considered that there are two organisational strategic operational models for a Single Shared Service :
- a. A single management structure employed by one Council with staff on separate terms and conditions linked to either Council;
  - b. A Not-for-Profit Organisation wholly run managed by the two Councils.
15. It is recommended that these two models are considered further with the possibility that the Single Service could be initially set up as a single management structure, ultimately becoming a separate organisation if this provides the greater benefit to both Councils and all residents.
16. The shared Waste Hub is proposed to be located at the new SCDC facility at Waterbeach, adjacent to the waste recycling and landfill facilities run by AmeyCespa. SCDC currently has a 25 year lease of this property. The proposal is to expand the existing parking area, mess room facilities and garage to accommodate the shared service. Options for providing these additional facilities include the shared service taking a lease of bare land and undertaking the works or taking a lease of a completed site with the works undertaken by the landlord (who has indicated that they would do this if sufficient return on its capital).

17. Operational decisions will determine the extent of any additional land or buildings required. There is sufficient land available to accommodate the City Council's service but clearly the most efficient site layout is sought with as little additional leased in property as possible. There is no alternative to a leasehold strategy here as the landlord will not sell. The downside is the lack of ownership at the end of the lease with the risk that the landlord will not renew requiring relocation at that time. The shared service will also be tied to this site for the lease duration.
18. The simplest property solution is for the landlord to undertake all works necessary and rent the additional property to the shared service. The alternative of the shared service undertaking the works is possible but it may not get the benefit of the works at the end of the lease as the property reverts back to the landlord. The additional property requirements for the shared service are set out in **Appendix 5**. The key issues related to property are:
- a. Agree the operational property requirements.
  - b. Determine the most cost effective option for expanding the existing facilities, i.e., shared service undertake works or landlord undertakes works and recovers cost through rent or a mix of both.
  - c. Negotiate the terms of a new lease once the above issues are resolved.
  - d. Agree the property budget for the shared service in relation to initial set up and moving costs and ongoing occupation costs.
19. It is proposed to develop the property aspects of the business case in parallel, on both the operational need to co-locate waste collection vehicles and also the operational needs in relation to fleet maintenance requirements.

#### **Update of the work towards a Single Shared Waste Service**

20. A summary of the costs, based on 2014/15 Budget, are shown in the table below. Initial work has focused on understanding and aligning budgets to ensure both Councils' are comparing like for like. This work is on-going.

<b>£'000</b>	<b>SCDC</b>	<b>City Council</b>	<b>Total</b>
<b>Total Expenditure</b>	<b>5,123</b>	<b>6,536</b>	<b>11,659</b>
<b>Total Income</b>	<b>(1,722)</b>	<b>(3,791)</b>	<b>(5,513)</b>
<b>Net Cost</b>	<b>3,401</b>	<b>2,745</b>	<b>6,146</b>

21. **Domestic Waste Service.** The largest area of joint-spend is domestic collection and the initial detailed work has focused on identifying high-level potential benefits from a more joined-up approach to domestic collection. These benefits are financial savings, economies of scale and greater efficiency arising from:
- a. Joint collection of waste
  - b. Single Management structure
  - c. Single policy and support function

22. **Trade Waste Operation** Initial work shows that Cambridge City's Trade Waste income is significantly higher than that received by South Cambridgeshire. Given the commercial sensitivity of this information, further work will be undertaken over the summer to develop a robust business case for Members to consider around a joint-trade waste operation.
23. **Proposed Approach to Final Business Case.** Work to develop a final business case will include further financial analysis, detailed modelling of waste rounds, consultation with Cambridge City and South Cambridgeshire staff, further discussions with Unions, all overseen by the Member-led Strategic Waste Board.

### **Options**

24. Cabinet could agree, reject or modify all or any of the following areas of work:
- (a) A final business case for the co-location of the two waste services at the SCDC Waterbeach Depot
  - (b) A final business case exploring the opportunities arising from the creation of a single, shared waste service for South Cambridgeshire and Cambridge City.
  - (c) The organisational model proposed for development as part of the final business case.
  - (d) Work to identify more efficient cross-border waste collection rounds and the savings these would deliver.
25. The South Cambridgeshire DC MTFs would be impacted should Cabinet not support the development of a final business case for co-location, a single, shared service, or work to design more efficient waste collection rounds across local authority boundaries.
26. Cabinet has the option to support continuation of all this work and to take a view in October 2014 based on the final business case.

### **Implications**

27. 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***

28. The initial work suggests ongoing financial savings of around £170k p.a. in relation to a combined management, policy and support structure. It is considered that the net cost of the service can be reduced further by:
- a. Cross boundary optimisation of rounds. An initial studies show a potential saving of a minimum of 2 rounds at a saving of £150k per round.
  - b. improved income on trade waste activity; and
  - c. consolidating and reducing other support costs wherever practical.
29. There is expected to be further savings and these will be explored further through work on the final business case. It should be noted that the figures above exclude one-off implementation costs which will be identified during work to develop a detailed final business case. Additional land and property costs will also be an important part of the final business case.

### ***Legal***

30. The full legal implications of the detailed proposals will be reported to both Councils when the final business case has been prepared.

### ***Staffing***

31. Regular joint communications are arranged to keep staff informed in the areas affected by these proposals. Trade Union Liaison Meetings have also been scheduled.
32. A Single Shared Service is likely to have TUPE implications and any financial impacts would need to be built into the final business case.

### ***Risk Management***

33. A detailed risk register with suggested mitigations will be developed during the final business case work. This risk register will be shared regularly with Members on the Strategic Board.
34. Key risks and issues already identified include:
- a. Ensuring financial analysis compares like for like to ensure financial assumptions are robust and there is high-confidence amongst Councillors in the information on which they are basing their decisions.
  - b. Overall Costs of providing future vehicle maintenance facilities.
  - c. FBC will include implementation costs and delivery timeline which will impact on the initial benefits set out in the OBC.

### ***Equality and Diversity***

35. An equality impact assessment will be included in the final business case should Councillors agree to proceed with this work. It is not expected that the shared service will change the specification of the service for residents and consequently the impact is expected to be neutral.

### ***Climate Change***

36. A full assessment of environmental implications will be included in the final business case should Councillors agree to proceed with this work. It is not expected that the shared service will change the specification of the service for residents and consequently the impact is expected to be neutral.

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

37. Initial consultation with staff on the proposals will take place over summer 2014 to enable their views to help shape any final business case. Since the proposed changes are all internally-focused on operational efficiencies, it is anticipated that there will be little impact on residents. However, should this change, consideration will be given to the form and timing of consultation with residents.

### **Effect on Strategic Aims**

#### **Aim 2 – Work with partners to create opportunities for employment, enterprise, education and world-leading innovation.**

38. This work delivers the SCDC Corporate Plan commitment to development of joint operational waste arrangements with Cambridge City Council and to the delivery of waste efficiencies and improvements.



**Background Papers:**

“RECAP Charter” – SCDC Cabinet Papers, page 55, September 2013

<http://moderngov/documents/g6034/Public%20reports%20pack%20Thursday%202012-Sep-2013%2018.00%20Cabinet.pdf?T=10>

**Report Author:** Mike Hill – Director, Health & Environmental Services South Cambridgeshire DC (10954 713229) & Simon Payne, Director of Environment, Cambridge City Council (01223 458277)

## Appendix 1

### Charter and Principles of RECAP.

# RECAP 'Advanced Partnership Working' Charter

Version: 1.3

Date: December 2013

Circulation:

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## Purpose

This Partnership Charter was developed by the RECAP Board initially in October 2011 and encapsulates the RECAP approach to advanced partnership working. The Board had directed that the Partnership be more ambitious in its collaborative working and bolder in its decision-making, with the expectation of tangible delivery with pace and purpose. Developments had to respect individual Council positions and differences - avoiding an 'all or nothing' approach in the progression of opportunities. Subsequently, Schedules have been added to capture the collaborations taking place across the advance partnership Whole Systems Approach work streams and within the spirit and principles of the Charter

### RECAP Partners

Cambridge City Council  
Cambridgeshire County Council  
East Cambridgeshire District Council  
Fenland District Council  
Huntingdonshire District Council  
Peterborough City Council  
South Cambridgeshire District Council

### RECAP Board Members

Cllr Peter Roberts  
Cllr Roger Hickford  
Cllr Kevin Ellis (Chair)  
Cllr Pete Murphy  
Cllr Darren Tysoe  
Cllr Gavin Elsey  
Cllr Mick Martin

# Vision

In October 2011 RECAP agreed the following outline vision for advanced partnership working, now with the addition of Peterborough City Council:

***'Working ever closer together to deliver the best most cost effective waste services for the benefit of all local communities in Cambridgeshire and Peterborough'.***

# Objectives

Advanced Partnership Working in RECAP will seek to deliver:

- **Increased best value for money.** Achieving sustained value for money, not at the expense of customer service and satisfaction.
- **Increased service improvement.** Improving services for local areas based on what local communities say and need.
- **Improved environmental performance.** Reducing the carbon impact of service delivery and waste management.
- **Leveling-up of services.** Achieving consistently high quality services across the partnership area.

# Guiding Principles

Advanced Partnership Working guiding principles, underpinning the achievement of the Vision and Objectives are:

- **Strong leadership and clear governance**
- **Commitment to the partnership**
- **Good communications and continuous dialogue**
- **Build trust through openness, honesty and transparency**
- **Learn from each other**
- **Treat each other as equals with respect**
- **Willingness to compromise**
- **Seek a benefit to all partners to their mutual advantage**
- **Deal with issues promptly and effectively**
- **Deliver through clear and agreed project management methodology**
- **Contribute to joint ventures in a fair and equitable way**
- **Make decisions at the appropriate level**

**Schedule 1**  
**WHOLE SYSTEMS APPROACH**

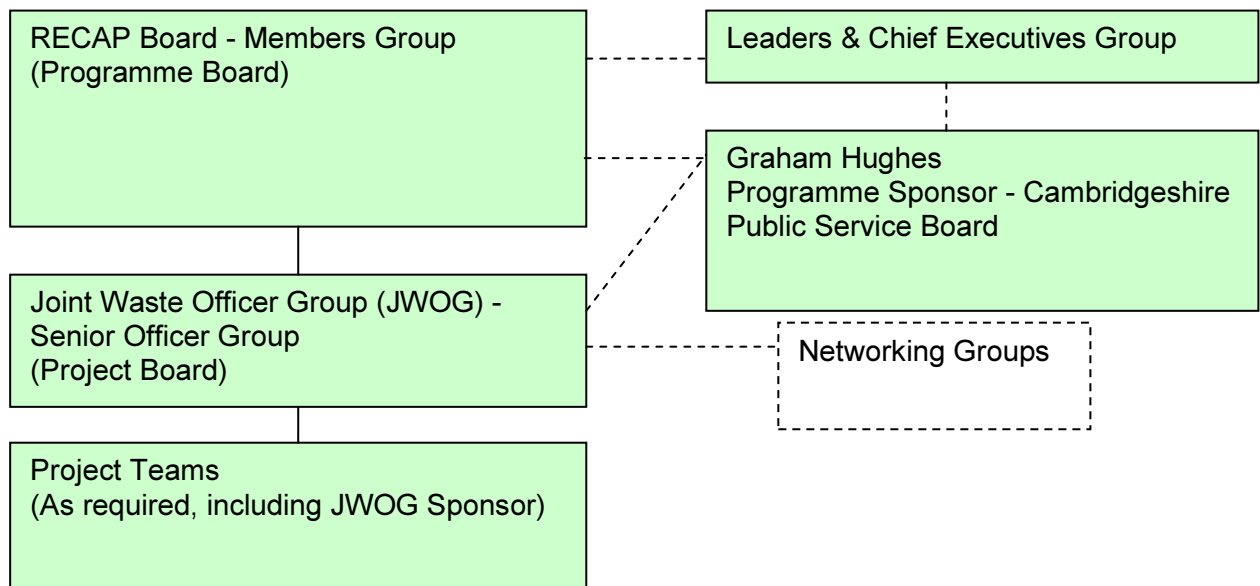
## Scope of Activities

Advanced partnership working activities will extend to all waste related service delivery across the disposal and collection RECAP partners.

## Governance

The following governance arrangements have been set up to oversee the RECAP advanced partnership working Whole Systems Approach development:

### Organogram



### **Roles and responsibilities**

#### Programme Sponsor

- Promotes visibility of work.
- Ensures clear communication and engagement with the Cambridgeshire Public Service Board.
- Provides briefings and ensures engagement with the Leaders' & Chief Executives' meeting.
- Oversees project deliverables.

#### Programme Board

- Oversees the development of a partnership work programme on behalf of their respective authorities.
- Approves and commissions all work on behalf of their respective authorities in accordance with internal decision-making processes.
- Sets all tolerances e.g. resources and timescales.

- Responsible for relevant communications to stakeholders as per communications plan.
- All papers for meetings of the Board will be made accessible to the public with an annual meeting of the Board to be held in public.

#### Project Board

- Facilitates decision-making by the Programme Board and respective authorities on the development of a partnership work programme.
- Accountable to the Programme Board for the delivery of the advanced partnership working programme.
- Appoints and directs resource to deliver work programme, providing a sponsor for each project from the Project Board to sit on the Project Team.
- Provides direction and Mentorship to Networking Groups

#### Project Teams

- Appointed as required Project Board as task and finish groups with roles and skills required by the project.
- Delivers project in accordance with direction from the Project Board.
- Includes an appointed Sponsor from the Project Board.

Ends

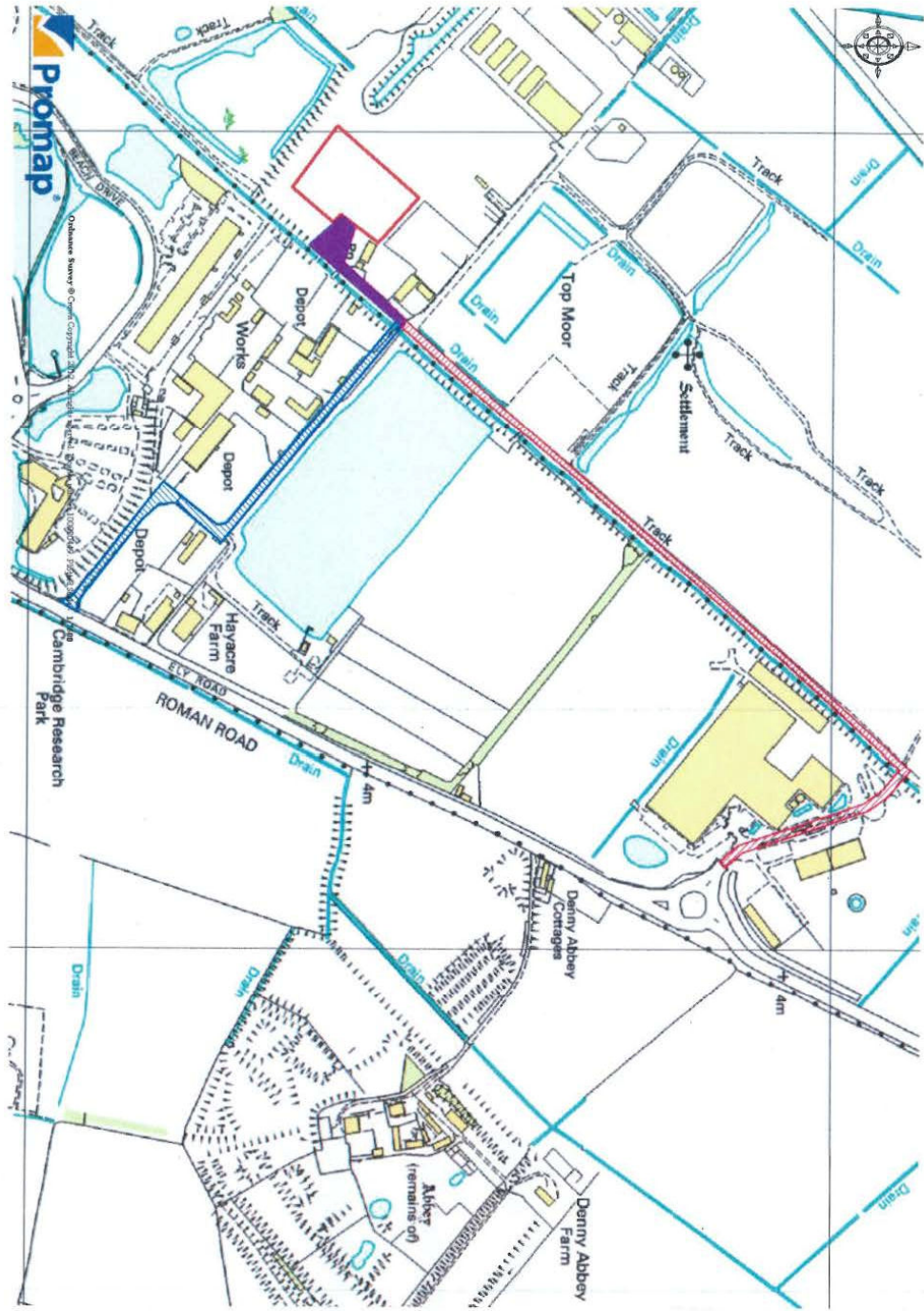
## Appendix 2

### Agreed Officer Workshop Design Principles for a Single Shared Waste Service

The proposed design principles are for a Service that:

1. Drives standardisation, simplification and sharing via standard operating procedures.
2. Achieves economies of scale (and recognise diseconomies of scale) and drive efficient use of resources, particularly leveraging shrinking assets / resources e.g. holding inventory etc.
3. Delivers a "public purse" and "whole system" approach.
4. Delivers fairness and equity of benefits and savings (to the public purse, customers and Councils).
5. Enables access to things that are not economically viable as separate entities.
6. Makes best use of existing resources and releases others for other purposes.
7. Delivers a better customer proposition – levels-up services
8. Manages growth in demand well and helps improve landfill-diversion & residents' recycling rates
9. Is sufficiently acceptable to stakeholders.
10. Delivers environmental performance benefits.
11. Improves the range of investment opportunities available.
12. Enables statutory compliance - quality accreditation; and is an exemplar
13. Reduces risk.
14. Gives freedom to operate.
15. Competes with the best, commission with the best, partner with the best (e.g. RECAP).
16. Has potential to grow and transfer ideas – it's scalable.
17. Doesn't exclude potential for others to join (particularly RECAP partners).
18. Innovates and is ahead of the curve where risk permits.
19. Is realistic and deliverable.
20. Is a simple model.

# Appendix 3



Waterbeach Operations Centre Location Plan

## Appendix 4

### BRIEF OUTLINE OF EXISTING WASTE SERVICES

#### Cambridge City Council Waste Service

Operational staff 24 drivers, 37 loaders, 4 Leading hands, 2 team leaders, 1 Waste and Fleet manager, 7 fitters, 1 charge hand fitter, 1 Fleet coordinator, 1 Fleet manager (FTE equivalent) for whole of Waste & Fleet

8 waste policy staff (FTE equivalent)

23 Refuse vehicles

2 Link tip Vehicles + 33 Bodies

1 Bin delivery van and driver

Current Location: Depot, Mill Road

Gross revenue expenditure in 2013/14: £4.9m approx. excluding Fleet which has a gross expenditure of £1m approx..

Total revenue income in 2013/14: £2.7 approx

Total capital expenditure in 2013/14: £143,000 approx.

#### Key Elements of Current Service

Fortnightly Domestic Waste Collections (three rounds: black, blue and green) serving 50,710 dwellings across 4,100 hectares with 105 rounds per fortnight.

Trade Waste Service serving approx. 2,500 businesses.

Garage Maintenance Facility for 90 light commercial, 32 heavy goods, 300 mixed plant & machinery City Council fleet vehicles

Other elements private work repairs plus approx. 1,100 MOT's and approx. 1,200 Taxi tests

#### South Cambridgeshire District Council Waste Service

Operational staff (FTE equivalent) for whole of Waste & Fleet – 82

Number of waste policy and any support staff (FTE equivalent) – 12 (not including HR/Payroll, Legal, Accountancy & Contact Centre)

Refuse vehicles – 28 + spares

Current Location: Depot, Mill Road - Waterbeach

Gross revenue expenditure in 2013/14 – £4.54M

Total revenue income in 2013/14: – £1.73M

Total capital expenditure in 2013/14: – £133k

#### Key Elements of Current Service

Fortnightly Domestic Waste Collections for black, blue and green serving 62,000 properties across 350 miles with 25 rounds

Trade Waste service serving 970 businesses

Garage Maintenance Facility - Onsite at Depot WFL Contractor plus another



## APPENDIX 5

### The additional property requirements for the single, shared service

- Parking space for up to 28 refuse vehicles and 3 light commercial vehicles taking forecast growth into account
- Parking space for 60 staff cars
- Cycle parking
- Motorcycle parking
- Office accommodation for 10-15 staff on a 7/10 desk ratio in an open plan layout
- Welfare facilities for 70 refuse operatives
- Garage facilities to replace those as Mill Road Depot (subject to decisions to be made about the future extent and operation of this service)

There is some surplus capacity at present as shown below:

Description	Total Provision	SCDC	Spare
Refuse Vehicles	60	45	15
Light Commercial Vehicles			
Car Parking	60	60	0
Bin storage (sq. m)			
Desks	24	16	8
Senior Officer Offices	2	1	1
Welfare facilities – staff numbers	100	60	40

It may be possible with some reconfiguration to accommodate the City Council fleet within the existing site but further work is required on this. The additional staff car parking will require the car park to be extended and additional land leased and a new car park constructed. It is considered that on a flexible working basis, there is sufficient office and meeting space within the existing building. Additional welfare facilities will be required and there is space within the existing site to allow for this.

There are no garage facilities at present as SCDC currently outsources its vehicle maintenance. The landlord has garage facilities that it is due to vacate shortly and these could be available. Further work needs to be done to assess the shared waste service's requirements in respect of the garage but initial thoughts are that the existing landlord facilities would need to be improved and extended if to service both fleets. In addition, the garage facilities at Mill Road currently undertake taxi MOTs and private work and consideration needs to be given to if this will continue.

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# Agenda Item 11



South  
Cambridgeshire  
District Council

**Report To:** Leader and Cabinet

10 July 2014

**Lead Officer:** Director of Planning and New Communities

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## **Northstowe: Investment and Delivery**

### **Purpose**

1. To present emerging options for the future delivery of Northstowe including a Joint Venture with the Homes and Communities Agency and Cambridgeshire County Council; approve guidelines for the use of shared branding for Northstowe; and endorse work on public service and town centre proposals.
2. This is a key decision because the proposed work may lead to a further decision with significant implications including the authority incurring significant expenditure and having a significant effect on more than two wards. It was first published on 5 June as a supplement to the Council's Notice of Key Decisions published on 21 May 2014.

### **Recommendations**

3. It is recommended that Cabinet:
  - (a) Approve the development of detailed proposals and a business case for the proposed Northstowe Joint Delivery Vehicle, subject to the decision of the Homes and Communities Agency Investment Board at its meeting on 10 July, and the Cambridgeshire County Council General Purposes Committee at its meeting on 1 July.
  - (b) Note the delivery and disposal options for Northstowe that will be presented to the Homes and Communities Agency Investment Board on 10 July 2014.
  - (c) Endorse work to develop options for the design and delivery of services in Northstowe town centre, to be the subject of a further report in January 2015.
  - (d) Approve the use of shared branding for Northstowe, subject to the guidelines in para 32(a).

### **Reason for Recommendations**

4. To ensure that Cabinet can consider any corporate and financial implications arising from the proposals for a Joint Venture with Cambridgeshire County Council and the Homes and Communities Agency, the design of public services for the Town Centre and the use of shared branding.

## **Background**

### **Joint Delivery Vehicle**

5. On 3 June 2013, Cabinet authorised officers to work with the Homes and Communities Agency (HCA) and Cambridgeshire County Council to develop Heads of Terms for a joint venture to invest in and develop Northstowe; and authorised the principle of investment of £25 million from the Housing Revenue Account in the joint venture vehicle.
6. The County Council Business Plan identifies a total of £15m to be invested in Northstowe in three instalments of £5m from 2016 onwards. This money would be obtained through prudential borrowing. The Business Plan originally identified a potential investment of £25m, but £10m was subsequently allocated to bring forward the planned secondary school to meet existing need.
7. Outline planning consent for the first phase of Northstowe was granted on 22 April 2014. Phase 1 will include 1500 homes, with associated infrastructure, a school and local centre. Phase 1 will be delivered by Gallagher Ltd, and work is anticipated to start on the B1050 road improvements later this year. All future phases will be led by the HCA who are in the process of taking over options on the remaining land required from Gallagher Ltd.
8. The County Council owns land to the north west of the B1050 that will be developed as a later phase of Northstowe. The process of transferring the options held by Gallagher on this land to the HCA is currently underway.
9. The HCA has prepared a financial appraisal of the outstanding remaining development of Northstowe (8,500 homes). This shows that Northstowe will generate a surplus overall but that a substantial initial investment will be required to bring forward the infrastructure, with a significant negative cashflow for a number of years. The projected long term returns are, however, positive. The investment by the two Councils would significantly assist in bringing forward the remaining phases of Northstowe.
10. The HCA is evaluating a preferred method of delivery.
11. The HCA has asked both SCDC and the County Council to confirm support in principle for investment in a proposed Northstowe Joint Venture.

### **Town Centre**

12. Pre-application discussions are well-underway for Phase 2 of Northstowe. In July, the HCA is expected to submit a Phase 2 outline application for 3,500 homes with a substantial part of the town centre, access roads, a secondary school and other facilities.
13. Northstowe, with the creation of a new town, provides unique opportunities to redesign public services and service delivery. Cambourne was planned in the 1990's, and at that time its plan for public services involved primary schools, the co-location of the Library and Health Centre at Sackville House, and community facilities at the Hub. SCDC moved its offices from Cambridge to the Business Park, and later a police station opened. At Clay Farm on the south of Cambridge, there will be a shared building that will provide a library, primary health services and a community centre.

14. In 2007, when the previous Northstowe planning application was submitted, it was expected that the town centre would include a Civic Hub with primary health services, library, community centre and town council offices. In the early years, Northstowe will have a young demographic. This informed the public service vision endorsed by Cambridgeshire County Council Cabinet in November 2011. That report focussed on using the schools as the first community hubs – with the primary school serving families with younger children, and the secondary school serving teenagers and adults. Over time, the Northstowe demographic will become more balanced.

### **Identity and Branding**

15. In 2013, the HCA commissioned a Branding and Identity Strategy on behalf of Gallagher, Cambridgeshire County Council and SCDC. This work was informed by workshops with and presentations to the Northstowe Joint Development Control Committee and Northstowe Parish Forum, and through member briefings. The Branding and Identity Strategy is intended to help Northstowe become a point of destination using branding that is not linked to any particular interest or party, and that will stand the test of time.

### **Considerations**

#### **Joint Delivery Vehicle Considerations**

16. The Council has two objectives in investing in Northstowe:
- To facilitate and influence the deliverability and quality of development at Northstowe, at the same time as bringing forward much needed housing.
  - To make a return on the money invested.
17. Discussions have been taking place with the HCA and County Council about the form that a Joint Venture could take. This has crystallised into two options:
- *Option 1 A contractual joint venture.* This would not be a true joint venture but would be governed by a Memorandum of Understanding between the partners. Individual contracts would be entered into between partners relating to use of land and buildings in discrete development projects. The councils would have first refusal of investment but would be under no obligation to invest.
  - *Option 2 A corporate joint venture.* This would establish a separate legal entity. All three parties would transfer their land and assets into the JV. Each partner would be represented on the JV board with voting rights and profit share proportional to the investment of land and other assets.
18. The choice between the two options, or indeed whether to invest at all, depends on the relative weight given to the two objectives set out above and the Council's appetite for risk and reward.
19. Option 1 would allow the Council to appraise each investment decision and thus would limit risk and give greater certainty of reward. However as this would not give the HCA or Government any certainty over the level of investment from the Council it would do little to facilitate the development of Northstowe. The Council would have no opportunity to influence the development overall, other than through the planning and other regulatory processes.

20. Option 2 would probably give a greater return overall than Option 1, although the full return would take longer to be realised and thus the Council would be exposed to a greater level of risk. This up-front commitment to Northstowe by the Councils would support the HCA in seeking investment from Government and thus would facilitate the development. As a full partner in the Northstowe JV the Council would have a say in all investment decisions and in the shaping of Northstowe.
21. As Northstowe developed and moved into surplus the Council would have the option to either withdraw its stake for investment elsewhere or retain a share in the completed development in order to receive an ongoing longer term return.
22. The Council is not committed to enter into either or any JV option. It is too early for meaningful financial evaluation of the JV options, although the authorities have provided potential investment options and the HCA shared an indicative cashflow, in confidence. The three agencies are all working to a shared timetable, with the HCA presenting a new Northstowe business case to its Investment Board on 10 July and the County Council presenting a report to its General Purposes Committee on 1 July.
23. This work has been facilitated and supported by ATLAS, the HCA's consultancy unit, which has considerable experience in this field.

#### **Town Centre Considerations**

24. Northstowe provides a unique opportunity to both relocate and redesign public services for a new town centre which has high speed, high quality public transport to Cambridge.
25. The town centre will be developed during Phase 2. The planning application for this phase is due to be submitted July 2014, and determined July 2015. Over the next six months, a strategy for delivery of public services will be developed by the District and County Councils and the NHS with other parties. The strategy will consider proposals for relocating services to Northstowe and reshaping services; the need for new civic buildings and outline the role of public services in place-making.

#### **Branding and Identity Considerations**

26. As stated above, in 2013, the HCA commissioned Branding and Identity Guidelines for Northstowe. A key outcome from this work is the design of an 'N' (see **Appendix 1**), that can be used in many ways and formats to signify Northstowe.

#### **Options**

##### **Northstowe Delivery Options**

27. The HCA Investment Board at its meeting on 10 July will consider the following options, in accordance with the requirements of the Government's Green Book Option Appraisal Process. The Investment Board will be asked to support further work on a Joint Venture with the Local Authorities. The HCA options are:

- a. Disposal – Sell Now
  - b. Disposal – Sell after Planning Permission
  - c. Procure strategic delivery partner, using a similar approach to that currently being undertaken by the Defence Infrastructure Organisation (DIO) for Waterbeach Barracks
  - d. Joint Venture with the Local Authorities, jointly or singly, with a Contractual Joint Venture or Corporate Joint Vehicle
  - e. HCA act as master developer, delivering Northstowe in a similar way to Gallagher Ltd.
28. Directors from the County and District Councils have worked with the HCA to identify two options for a Joint Delivery Vehicle: Contractual Joint Venture or Corporate Joint Venture. The Council could invest in either type of JV from three sources: Housing Revenue Account, the Housing Company and prudential borrowing. At this stage, the options are:
- a. The Recommended Option is to authorise further work, subject to the decisions of the HCA and County Council, to develop a detailed business case with recommendations for investment, rate of return, qualitative objectives and delivery model;
  - b. An alternative option is to continue with the current arrangements whereby the Local Authorities influence through planning and other regulatory functions; and services at Northstowe are provided in the usual way.
29. The Council has obtained independent legal advice on the two options, which have summarised key factors to consider in exploring the Contractual and Corporate Joint Venture models. This advice will be used in the development of the business case, as appropriate.

### **Town Centre**

30. Currently, there is a particular opportunity to consider the principles that the Council wishes to apply to its first town centre; and the way that public services are delivered there. The options at this stage are:
- a) The Recommended Option is to authorise further work, with the County Council and other agencies including the NHS, to develop proposals for the development of public services in the town centre across later phases of Northstowe, with a further report in January 2015. The aims will be to develop new models of service delivery that are high quality with low capital and revenue costs in the short and longer term, and that stimulate independent self-sustaining communities.
  - b) An alternative option is to rely upon the HCA as the developer to define the principles for the development of the town centre, and for the local authorities and NHS to set out their requirements for s106 payments in the usual way.

### **Branding and Identity**

31. The Council has its own logo and communication guidelines, and does not have separate branding for Northstowe. On occasion, logos from the different planning applications or documents such as the Development Framework Document have been used on leaflets and newsletters. The HCA has developed branding guidelines, including the 'N' in appendix 1, for use by the local authorities, promoters,

housebuilders, businesses and others, such as a future Town Council. The branding has been welcomed and liked by those consulted. The options, at this stage, are:

- a. The Recommended Option is for the Council to use the branding in newsletters and other informal consultative or promotional material; but not to use it in connection with formal consultations on planning related matters.
- b. An alternative option is to not use the 'N' at this stage, and to review this decision after the Northstowe Phase 2 application has been determined.

### **Implications**

32. 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***

33. Independent legal and financial advice will be required to help develop a business plan for the Joint Delivery Vehicle. This will be funded from approved budgets. A business plan will fully assess the financial implications of a Joint Delivery Vehicle, including required levels of investment, potential risks and returns.

#### ***Legal***

34. Initial legal advice has been obtained on the Delivery Vehicle options, which highlights implications against a range of factors. Further specialist advice will be required in order to safeguard the Council before entering any Joint Venture partnership.

#### ***Risk Management***

35. The risks associated with the development of a business plan are not significant. The risks arising from a Joint Delivery Vehicle will be carefully assessed as a business plan is developed.

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

36. The Northstowe Joint Development Control Committee and the Northstowe Parish Forum have been consulted on the Branding and Identity for Northstowe, and both were supportive.

### **Effect on Strategic Aims**

#### **Aim 3 – Wellbeing: Ensure that South Cambridgeshire continues to offer an outstanding quality of life for our residents**

37. This report has three components: Joint Delivery Vehicle options, Town Centre services, and Branding for Northstowe. All three support the corporate objective to establish successful and sustainable new communities.

### **Background Papers:**

- SCDC Cabinet on 3 June 2013: Northstowe Delivery and Drainage Requirements
- Cambridgeshire County Council Cabinet December 2011: Delivery of Public Services for Northstowe

**Report Author:** Jo Mills – Director of Planning and New Communities  
Telephone: (01954) 713350



## Northstowe Brand Guidelines

These guidelines are aimed at the Northstowe project partners and are intended to aid the design of marketing materials solely for the Northstowe project. They are not intended to be adopted for day-to-day Northstowe business, or to replace the partners' own organisational brand or guidelines.



The Northstowe brand's primary identifier is the 'N' device shown here. It should be used across all marketing and communication materials, and should be considered the primary stamp or 'marque' for Northstowe.

Where Northstowe materials use the word 'Northstowe' in accompanying copy, or where the word 'Northstowe' appears as part of a key message, use the N motif.



In addition to the N motif, there is a full logo type, as shown here. It is available as three versions: with a coloured 'N', with a coloured N, T and H, and as a mono version. All iterations are in uppercase.

This should be used when there is no key message on an item of marketing material and therefore no reinforcement of the word Northstowe. The N motif and the logotype should not be used together.



**NORTHSTOWE**  
**NORTHSTOWE**

# Agenda Item 12



South  
Cambridgeshire  
District Council

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

10 July 2014

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## Subscription to the Local Government Association's Bonds Agency

### Purpose

1. To consider if the Council should participate in the Local Government Association's Bond Agency as a founder member and, if so, at what level should it invest in the initial fund raising.
2. This is not a key decision but it has been brought before Cabinet as it requires a financial contribution for which there is no provision and it was first published in the May 2014 Forward Plan.

### Recommendations

3. It is recommended that Cabinet:
  - (a) Approves the investment of up to £50,000 in shares in the Local Government Association's Bonds Agency, and
  - (b) Delegates the final decision on investment to the Executive Director in consultation with the Leader.

### Reasons for Recommendations

4. It is anticipated that the creation of a Bonds Agency, controlled and owned by local authorities, will reduce the debt financing costs for its borrowing members and provide a collective investment vehicle that would secure good returns for its investing members whilst minimising risk.
5. The new agency will require funds in the initial stage to cover set up costs and subsequently to provide adequate working capital once in operation. The fund raising will be carried out through the issue of shares offered to all local authorities. It is anticipated that, once in operation, the Agency will be able to pay a dividend to its shareholders commensurate with the level of risk and financial commitment.

### Background

6. One of the Local Government Association's ten big asks in its Rewiring Public Services campaign is to boost investment in infrastructure by re-creating the thriving market in municipal bonds. With 75 per cent of council long-term borrowing coming from the Public Works Loans Board (PWLB), the hike in PWLB interest rates, to one per cent above gilt the gilt rate, at the end of 2010 led the LGA to start looking at the potential for a Municipal Bonds Agency. An initial outline business case was subsequently published in January 2012.
7. In July 2013 the LGA launched Rewiring Public Services, which led to the revitalisation of the project and the development of a revised business case, which was endorsed by the LGA's Executive Board on 20 March 2014 (the link to full business case is provided under background papers below and the Executive Summary is attached at Appendix 1).

8. The Council's Treasury Management Strategy lists the Agency as an approved investment counter-party. The author of this report has concluded, however, that separate approval for investment in the equity of the Agency should be sought given the specific nature of the investment and the higher risk profile (see below).

### **Considerations**

9. The broad principle of the agency is that it will raise capital on the financial markets through the sale of bonds and on lend the proceeds to eligible councils at a lower rate than the PWLB or than if the councils were to issue their own bonds. This lower rate will be attained by:
- (a) Achieving a AAA / sovereign-like credit rating through a joint and several guarantee (see section 6 of the business case) and adequate risk capital of three to five per cent of the total volume of bonds (see section 4.6.2.8 of the business case).
  - (b) Issuing bonds in benchmark sizes of £250 million to £300 million.
10. But the LGA believes there are other important factors for councils to consider beyond price:
- (a) Reducing exposure to shifting government lending policies through increased competition and diversity of lending sources.
  - (b) Creation of a potential new mechanism for prudent investment by pension funds in local government infrastructure.
  - (c) Increased transparency on borrowing: while the PWLB processes are very efficient, they don't carry the normal level of scrutiny lending large sums of money would entail. Experience in other countries has shown that an Agency's credit processes aligned with the incentive of lower borrowing costs, and the oversight of peers, has strengthened the overall credit worthiness of councils.
  - (d) The creation of a centre of expertise at the intersection between capital markets and local government finance.
  - (e) Tailored flexibility evolving from the development of the centre of expertise.
11. The proposals are grounded in the prudential code and the revised business case reinforces the principle that borrowing by councils must be prudent and affordable. In developing the revised business case, the LGA team met with six of the top ten leading sterling syndicate banks and the general sense was that there was likely to be significant demand for the Agency's bonds.
12. The revised business case presents a strong financial argument. However, without first securing the investment required to establish the Agency, and, second, finding committed borrowers for the capital raised from the first bond, it won't be possible to proceed.
13. The Agency doesn't just offer the prospect of cheaper borrowing for councils, but also an investment opportunity for both councils and council pension funds. The latter not only have the option of purchasing the bonds, but like councils they can invest in the establishment of the Agency and take an equity stake in it.
14. The initial start-up costs are estimated to be in the region of £900,000 and the LGA has committed £500,000 of its resources towards this. The balance will be raised through a private equity placing of shares at £10,000 per block. The shares will only be offered to relevant organisations principally, local authorities and local authority pension funds. This will be phase 1.

15. Once in operation the agency will require c £10m in working capital to sustain its operations in the first three years of operation after which, even at relatively low levels of bond issuance, the agency should move into profit and will be able to pay a dividend to its shareholders on a recurring basis. As with the initial fund raising this sum will be secured through the sale of further shares to local authorities at £10,000 per block.
16. Once the fund raising is complete, given the riskier nature of the investment, the Agency plans to issue bonus shares to phase 1 investors so that their stake is worth 1.5 times that of investors in phase 2.

### **Options**

17. The Council could decide to participate in the Bonds Agency as a founder member by subscribing to the initial Equity Offering. The minimum subscription is £10,000 and authority is being sought to invest up to £50,000 to this offer.
18. The Council could decide not to participate at this stage but subscribe later at the working capital fund raising stage once the agency has been established or not at all.

### **Implications**

19. 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***

20. No budget provision exists for the share subscription. Cabinet is therefore, invited to use its delegation, under the Constitution, to authorise the expenditure of up to £50,000 without prior approval by Council. It is anticipated that the shares will return a good rate of return through the payment of dividends in due course.
21. The investment will rank as capital expenditure; it is recommended that this is funded from internal borrowing (using cash reserves in lieu of raising loan finance) initially. The revenue cost of this proposal is minimal (the interest foregone would be circa £300 a year at current interest rates). Should the investment reduce in value however, (see risks below) this would crystallise a charge to the General Fund of up to £50,000. It is anticipated that these sums can be found from the Treasury Management Account from higher than budgeted interest receipts. This arises from the announcements from the Governor of the Bank of England over the last month in which he signalled earlier increases in bank base rates than assumed in the Council's Treasury Strategy.

#### ***Legal***

22. The LGA have undertaken extensive reviews of the vires of local authorities to participate in the Agency and to raise funding in the manner proposed. This advice, concludes that English local authorities have all of the relevant powers under the General Power of Competence created by the Localism Act. The Council's Head of Legal and Democratic Services has reviewed this advice and has not identified any impediments to the Council acting as proposed in this report.

#### ***Risk Management***

23. There are a number of risks that crystallise from participating in the share offering that could have the effect of reducing or nullifying the value of any investment made by the Council at this stage:
  - (a) As with all start ups, that the business model cannot be developed as envisaged.
  - (b) The Agency is unable to secure the working capital requirement
  - (c) The anticipated demand from local authorities does not materialise (see consultation section below)

- (d) The Agency is not able to secure bond placements at the prices (interest rates) anticipated
  - (e) The Government may decide to reduce the margin it levies on PWLB loans so reducing the attractiveness of the Agency as a fund raising vehicle
  - (f) The Agency may not attract staff of the required calibre or at a cost higher than anticipated.
24. It is important to note, however, that participating as a shareholder will not impose a joint and several liability on the Council to guarantee bonds issued. This will only be imposed on Councils participating in an individual bond issuance and it is noted that there are significant protections under English Law for guarantors in these circumstances in any case.

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

25. The LGA have undertaken extensive consultation with their member authorities and have identified a demand for the Agency including identifying the likely scale of bond issuance of the next 3-5 years.
26. The author of this report has not conducted any consultation with external local stakeholders on this matter. The principles of the Agency were covered in the Investment Workshop held for all members in January 2014 and general support for proceeding with the Agency was received.

#### **Effect on Strategic Objectives**

27. The Council has identified a number of objectives that may require capital investment utilising prudential borrowing powers over the Corporate Plan period. Participating in the Agency will allow the Council to get access to funding at potentially lower cost than currently available.
28. Participation in the Agency requires and demonstrates a commercial approach to business planning that should generate a return to the Council should the objectives of the Agency be met. The Councils participation in the formation of the Agency will allow it to have a voice and a direct stake in the Agency's success in the future.

**Background Papers:** Report by the LGA on the business case and operating principles of the Agency: <http://www.local.gov.uk/documents/10180/11531/MBA+Report+Final.pdf/037bbcf0-e7f5-4f06-946e-98e7e824ce49>

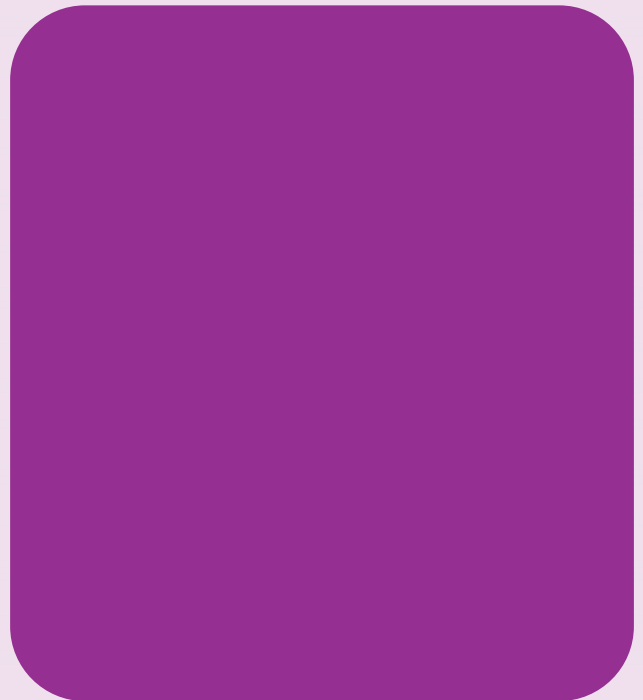
**Report Author:** Alex Colyer – Executive Director  
Telephone: (01954) 713023

# Municipal Bonds Agency



## Revised Business Case Summary

20 March 2014



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## Public interest case

1. Councils source 75 per cent of their borrowing from the Public Works Loans Board (PWLB). That leaves councils vulnerable to interest rates set to deliver the government's public borrowing plans. The Municipal Bonds Agency would give councils greater control of interest rates and introduce competition and diversity to the marketplace. The Agency could also offer lower penalties for early repayment of loans.
2. Nordic experience has shown that an agency's credit processes, with the incentive of lower borrowing costs and the oversight of peers, has strengthened the overall credit worthiness of local authorities.
3. The experience of the Nordic Agencies has also shown that the Agency could pass onto councils the benefit of its research into public sector financing. From this expertise it would be possible to develop advisory and tailored lending services and potentially facilitate intra authority lending.

## Local Authority and investor demand

4. Councils will have new borrowing requirements for their capital programmes. Our survey identified a borrowing requirement of £5 billion over the next three years from just 46 councils, with 43 expressing an interest in using the Agency. The outstanding stock of PWLB debt matures at £1.7 billion a year. Much of that will require refinancing. Borrowing from banks is forecast to become increasingly expensive. It is estimated that annual local authority borrowing over the next three years will be between £3 billion and £5 billion.
5. Banks have indicated a likely significant investor demand for the Agency's bonds. At the same price as Transport for London (TfL)'s double-A rated bonds, council borrowers would save around five basis points (bps) against the PWLB certainty rate (80bps). To achieve better bond pricing, the Agency would need an AAA/sovereign like rating. That could be achievable by holding risk capital between three and five per cent; holding adequate liquidity; providing a joint and several guarantee from borrowers; and ensuring a diverse portfolio of borrowers. An AAA/sovereign like rating combined with a joint and several guarantee should deliver significant savings to borrowers.
6. Because the Agency will be new to the market, it is likely to need to pay a new issue premium in the first one to two years. This will affect the level of savings available to early borrowers. The savings in the previous paragraph will also depend on being able to issue bonds in benchmark sizes of between £250 million to £300 million; otherwise investors will demand a premium for illiquidity.

## Joint and several guarantee

7. A joint and several guarantee creates the prospect of much cheaper borrowing. It will also enable the bonds to be listed on the London Stock Exchange. Overall a joint and several guarantee could expect to reduce the Agency's borrowing costs by 20 to 25 bps, saving £6.2 million to £7.5 million over the life of a 30 year £100 million loan. The risks of offering a joint and several guarantee are mitigated by:
8.
  - Security over borrowing and the High court process
  - Proportionality/right of recourse
  - The risk capital and liquidity of the Agency
  - The Agency's credit processes
  - Statutory and budgetary controls in councils



- 
- The prudential code and minimum revenue provision
  - The statutory responsibilities of Finance Directors (section 151 officers)
  - Access to the PWLB
  - Government reserve powers.

### **Operating model and capital structure**

9. The Agency should issue two bonds in its first year with approximately 30 to 40 borrowers. For the initial issues, council borrowing will need to match the bonds' maturity profiles. Agency staffing will start small and grow as the volume of transactions does. Most functions will be outsourced. The Agency is expected to break even by year three after around £2 billion of bond issuance. It is estimated £8 million to £10 million of operating capital will be needed to cover launch and early operating costs and provide a buffer against risks.
10. The Agency's operating capital should be raised from councils or related bodies as common equity. An equity structure would allow the trading of shares and give the Agency a decision making framework over profit retention and dividends. The shareholding structure would have limits on individual level of control and give a fair return to initial shareholders for risk taking. Voting and economic rights should be de-coupled.
11. Risk Capital will be required to support the first loss protection in the event of a borrower default and should be equivalent to three to five per cent of the loans made to councils. It will be raised through a proportion of a loan taken out by a borrower being retained by the Agency.

### **Timeline**

12. The Agency should aim to issue its first bond to match the March/April 2015 peak in council borrowing. A mobilisation phase should start once the decision to proceed is made and last six months. The mobilisation phase will cost approximately £0.8 million and would establish the corporate structure; hire of key personnel; establish the Board; identify the initial list of borrowers and investors in the Agency; design key policies and processes.

### **Governance**

13. Control should rest with the LGA as the project sponsors in mobilisation phase. A project board should oversee execution, with CFO and political groups retaining an advisory role. Once appointed the Board of Directors (BoD) may operate in a shadow capacity until launch. The project board in consultation with the BoD will determine the point at which the project moves into launch.
14. At launch, the BoD will formally take control of the Agency. The BoD will consist of: three members elected by shareholders, one of whom will be the Chair; a debt capital markets expert; a risk management expert; two council finance directors or equivalent. The CEO may be a Director. The initial board will be appointed by the LGA in conjunction with the project board and in consultation with the shareholders.

### **Risk**

15. There are five key risks at this stage the most significant being that it may not be possible to raise the operating capital from councils or related bodies, despite it being an attractive investment. Other risks relate to council demand; market pricing; PWLB lowering its interest rates; and attracting the right calibre of personnel.

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## **Local Government Bonds Agency Q & A**

What will the Agency be?

*It will be a freestanding body owned by the local government sector that will raise money efficiently on the capital markets at regular intervals to on-lend to councils.*

What is the purpose of the Agency?

*It will offer a viable alternative source of capital funding at a lower cost than existing sources. It will be collective in that it will balance the voices of smaller and larger authorities in the way the LGA does at present. It will allow local authorities greater control over their funding costs in the future, by being able to demonstrate the value of peer pressure and capital markets disciplines*

Who would own it?

*It will be owned, initially, by local authorities or other public bodies that invest in its establishment. Those authorities will become shareholders in the Agency and therefore have a say in the way it is run. In due course, we would expect to be able to accommodate all local authorities, who wish to become shareholders.*

How will councils recoup their investments?

*It is envisaged that once the Agency is generating sufficient profit, it will be able to start paying dividends. In addition the shares will be transferrable and therefore a council could sell its shares to other local authorities or public bodies.*

Who would run it?

*The Agency expects to have a wide local authority shareholder base. It will be a limited company, with its own Board of Directors comprising local authority finance experts, financial services experts from risk management and debt capital markets backgrounds and representatives elected by shareholders, all of who will go through a rigorous selection process.*

Does it have Ministerial support?

*The Government's view is that it is within the powers of local authorities to establish a municipal bond agency and that it is for the local authority sector to determine collectively whether such an agency could sustainably deliver value. It is fully consistent with the localism agenda for an autonomous local government sector to consider whether it is able to deliver and sustain alternative financing models.*

How long will it take to establish the Agency?

*It is envisaged that the Agency could be ready to issue its first bonds in 2015 to meet the normal peaks in council demand for borrowing.*

Is additional legislation required to enable the Agency to be established?

*No. It can be established within the current legislative framework.*

What impact will this proposal have on the Government's control of overall government borrowing?

*Nothing in this proposal seeks to change existing arrangements. The proposals do not facilitate additional borrowing over what is already permitted within the capital regulatory system. The existing arrangements with the Treasury retaining ultimate regulatory control are to be maintained and borrowing authorities will be required to*

*operate within the current prudential code. What it will do is, for any given level of borrowing, reduce the interest bill local taxpayers have to fund.*

*Why are you proposing a revised operating model for the Agency?*

*We carried out a rigorous process, which included discussions with a number of leading banks, lawyers and other relevant experts. The outcome was a clear view that there are significant pricing and administrative advantages from issuing bonds supported by a joint and several guarantee. This approach will help the Agency target a Sovereign like credit rating. The joint and several guarantee will also make it much easier to get a UK listing, with the bonds traded on the London Stock Exchange. Overall, with the revised structure, the Agency could expect to reduce a council's borrowing costs by 0.2 per cent to 0.25 per cent, saving £6.0 million to £7.5 million over the life of a 30 year £100million loan.*

*Is it legal for councils to guarantee each other's debts?*

*The very clear legal advice is that the General Power of Competence (GPC) introduced in the Localism Act 2011 gives English councils the power to do this. Because the GPC does not cover Scottish or Welsh councils or other public bodies such as Police, Fire and National Park Authorities, it is less clear whether they could do the same without a change in the legislation, which applies to them.*

*Will all councils be eligible to borrow from the Agency?*

*In theory yes, though in practice councils will need to be able to demonstrate to the Agency sound credit worthiness. Because of the joint and several guarantee model now being proposed, it is likely that only English councils would initially be able to borrow.*

*What is the reaction of local authorities to the establishment of an agency?*

*A number of local authorities have been very supportive of the initiative to date, devoting time and resources to help ensure that the business case is fully robust. As part of the business case review, we carried out a survey of English councils and, in addition, presented at a number of local authority conferences. Both the survey, and conference feedback, have confirmed to us that there is a significant pent up demand for an alternative, local authority controlled, source of funding*

*How much will it cost?*

*We are looking to raise at least £8 million for the initial capital, which includes a significant buffer to ensure that the agency is well capitalised. Our project plans envisage that this will be used within a staged process, with a number of checkpoints overseen by a rigorous governance process*

*How many councils want to be investors/owners?*

*Around 40 councils have been engaged in the development of the Agency, 21 of which have publicly declared their interest. In addition, at a range of events across the country, as the revised business case had evolved, we have introduced to councils the investment opportunity the Agency presents and have received a positive response. Now that the business case has been finalised and we can present a firm investment proposition to councils and related bodies, such as local authority pension funds, securing investors will be a high priority.*

How many councils want to be borrowers?

*Around 40 councils have been engaged in the development of the Agency, 21 of which have publicly declared their interest. In addition, at a range of events across the country, as the revised business case had evolved, we have introduced to councils the beneficial borrowing opportunities the Agency offers. Out of 50 councils responding to a survey, 43 told us they had a borrowing requirement in the next three years and said that they would consider using the Agency. Once the revised business case has been published and councils can see for themselves the opportunity to reduce their borrowing costs we would expect more councils wanting to take advantage of what the Agency can offer.*

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# Agenda Item 13



**REPORT TO:** Leader and Cabinet

10 July 2014

**LEAD OFFICER:** Executive Director

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## **POSITION STATEMENT: FINANCE AND PERFORMANCE 2013/14 – Q4**

### **Purpose**

1. To provide Cabinet with:
  - a provisional 2013-14 outturn position statement on General Fund, Housing Revenue Account (HRA) and Capital expenditure and requests for budget rollovers from 2013-14 to 2014-15; and
  - a statement on the 2013-14 year-end position with regard to the Council's corporate objectives and performance indicators.Integrated reporting in this way gives Members the opportunity to examine any areas of concern and decide on the appropriate action.

### **Recommendations**

2. Cabinet is requested to:
  - (a) review the provisional 2013-14 outturn position statement, together with the performance information, determining, where appropriate, any actions required to address issues contained in this report, and
  - (b) approve the capital and revenue budget rollovers totalling £1,020,110, as listed in Appendix C, to be carried forward into the 2014-15 financial year.

### **Reasons for Recommendations**

3. These recommendations enable Members to maintain a sound understanding of the authority's financial position performance, contributing to the evidence base for the ongoing review of priorities and enabling, where appropriate, redirection of resources to address areas of concern and reflect emerging priorities.
4. Rolling over the revenue and capital budgets requested will allow the re-phasing of specific expenditure on particular projects beyond the end of the 2013-14 financial year.

### **Background**

5. This report provides updates in respect of:
  - the year-end provisional outturn position at 31 March 2014;
  - requests for budget rollovers from 2013-14 to 2014-15;
  - the Corporate Plan 2013-18, agreed by Council in February 2013;
  - key Performance Indicators, agreed by EMT in April 2013 (12-month performance).

## Considerations

### Finance

6. This position statement is reporting on the variance between the working budgets and the provisional outturn. Below is a summary of the provisional outturns and for comparison purposes the corresponding February 2014 projections reported to EMT:

	Provisional Outturn		February's Projected Outturn		Movement
	Compared to Working Estimate		Compared to Working Estimate		Appendix A
	Adverse + / Favourable ( )				
	£	%	£	%	£
General Fund	(601,400)	(3.75)	(497,000)	(3.10)	(104,400)
Housing Revenue Account (HRA)	(239,600)	(0.88)	(277,900)	(1.03)	38,300
Capital	(1,086,200)	(7.25)	(217,400)	(1.44)	(868,800)

7. On General Fund, £96,000 is being requested to be rolled-over into 2014-15 giving a net true variance of (£505,400) (3.15%). Similarly on capital, £924,110 is being asked to be rolled-over, giving a net true variance of (£162,090) (1.08%). It should be noted that budget holders are actively trying to manage costs down, which leads to favourable variances, either in-year one-off, or that continue to have an ongoing effect in future years. Services have continued to be delivered and performance maintained, as outlined later in this report.
8. A summary position statement is provided at **Appendix A**. Significant items are listed in **Appendix B**. Highlighted below are the main contributors (the paragraph letters refer to the particular line in Appendix A):

#### General Fund

- a. An analysis of the **Departmental Accounts** compared to the working estimates indicates that vacancies and other in year changes to staffing budgets has resulted in savings of £218,100, after taking into account the use of agency staff to manage turnover and cover vacancies and allowing for the reduction of £500,000 for vacancies which was included in the estimates;

#### Finance & Staffing

- b. Improving economic conditions have resulted in lower payments than anticipated to **Benefits** claimants. With recovery of amounts previously paid, to which there was no entitlement, and other income, this has resulted in a £295,200 saving to the Council; this demonstrates that the Council has implemented benefits reform smoothly and effectively, in accordance with its stated strategic objective (Council Action A9).



## Environmental Services

- e. The **Refuse Collection & Recycling Service** reduced staffing/fuel costs through managing staff numbers and flexible working and increased trade refuse income, resulting in savings against budget of £60,500. The expected procurement of in-cab technology to facilitate round optimisation will now take place in 2014-15, for which a roll-over request of £58,700 has been submitted;

## Planning and Economic Development

- j. **Planning Income** is £746,800 more than originally estimated because of a number of large fees relating to planning permission for solar panels developments. This was because of a legislation change on 1<sup>st</sup> April 2014, which meant that applications were submitted before this change came into effect;

## Unallocated

- l. The effect of the new **Retained Non-Domestic Rates System**, the operation of which was devolved to councils for the first time in 2013-14, has been £550,000 more than estimated, mainly because of refunds to ratepayers as agreed by the Valuation Officer relating to previous years;

## Housing Revenue Account (HRA)

- p. **General Administration:** Payments to tenants for moving to enable re-development were £191,700 less than estimated in year. These re-developments will occur in future years and budget provision will be allowed for in the relevant year;
- r. Additional **Income** of £207,300 has been received, because of a combination of better void turn-around (reduced from average 25 to 16 days) and re-let properties rental amounts being higher;
- s. As Right to Buy Sales have been greater than anticipated this has meant that £1,378,000 of Capital expenditure has not had to be **funded from Revenue**;
- t. These have enabled £1,500,000 to be **transferred to the Investment Reserve**;

## Capital

- u. The **New Homes Programme** is scheduled to take place over several years and continues to be developed. The Linton scheme was completed in year, other schemes are being prepared and a further new scheme has been identified for 2014-15. £742,100 was not required to be drawn down in 2013-14 and has been requested to be rolled-over into 2014-15 to allocate towards these schemes (Commentary against Council Actions B8-B9 provides further details – see Appendix D);
- v. Some **ICT** projects were postponed due to awareness that the vendor is making changes to the product/service, making it more viable to defer and buy the updated version when available. Delays in recruiting to some vacant posts, while providing an in year revenue saving, impacted on resources available to deliver some capital projects within previously anticipated

timeframes. The government delayed the need for us to provide upgrades to Cabinet Office requirements for PSN compliance. As a result, work to the value of £142,000 is now expected to be undertaken in 2014-15 and has been requested to be rolled over;

9. **Appendix C** details the rollover requests, which total £96,000 on General Fund revenue budgets and £924,110 on the Capital Programme.

### ***Performance***

10. The Council has progressed key Actions within its Corporate Plan 2013-18. Detailed commentary on achievements against each action, bringing together relevant finance, performance and risk information, is set out in **Appendix D attached**. The appendix presents updates in terms of achievements to date and work still to do, reflecting a medium term plan delivery period. As such, several of the actions comprise major programmes and projects which are works in progress. Some key achievements during 2013-14 set out below (Council Action reference in brackets):
- Generated £36,000 more rental income from external users of the Cambourne offices than allowed for in original estimates (A3)
  - Agreed recommendations arising from Business Improvement and Efficiency Programme review of agency staff usage (A4)
  - Draft South Cambridgeshire Local Plan submitted to Secretary of State (A7)
  - Launched business register and business e-newsletter; held eight further business support workshops, attended by 75 people (B2)
  - Deputy Prime Minister signed Memorandum of Understanding to progress City Deal (B5)
  - Purchase of further market homes to use as temporary accommodation (A6, B8)
  - New Council houses at Chalklands, Linton, completed and occupied, part of the biggest building programme since the 1950s (B9)
  - Successful Park Life event attended by over 5,000 people (C7)
11. The Council monitors a suite of key performance indicators to assist in maintaining a strategic overview of organisational health. Performance information against the full suite of key indicators is set out in **Appendix E attached**. During 2013-14, SCDC has performed strongly, meeting and surpassing targets for:
- Rent collection (98.8%)
  - Council Tax collection (99.25%)
  - Benefits processing (average 12 days)
  - Customer Contact Service first time call resolution (82.3%)
  - Determining 'Other' (householder) planning applications (80% within eight-week target)
  - Helping households avoid homelessness (147)
  - Reducing staff sickness absence (7.42 days per employee)
  - Missed bins per 100,000 (43.4)
  - Number of affordable homes delivered (increased from 101 to 158)
  - Average days to re-let General Needs housing (reduced from 25 to 16 days), contributing to additional income of £207,300 received during the year (see paragraph 8r above)
12. Performance was below target and intervention levels in respect of the following items:

13. **Staff Turnover** (12.47% against 7% target): Staff turnover rates have been well below industry averages in recent years, the national economic difficulties are likely to have been a contributory factor in this, along with temporary external recruitment freezes. A number of voluntary leavers are employees who have reached normal retirement or are able to access their pension early under pension scheme rules. Forthcoming changes to the pension scheme (LGPS) in 2014 have resulted in eligible staff considering their retirement options. Analysis of feedback from leavers' forms and exit interviews suggests that staff are also leaving to take up positions in the private sector as more private sector jobs are created.
14. The impacts of the job evaluation exercise on staff turnover have also been taken into account, in anticipation of the pay protection period, which ended on 31 March 2014 for staff facing salary cuts. These impacts were reported to the Finance and Staffing Portfolio Holder during the year, including a package of support measures tailored to the needs of the individuals affected. The impact of higher turnover on service area capacity is considered by EMT as a corporate risk, with appropriate measures identified to mitigate impacts on service delivery. It is difficult to pinpoint a best practice staff turnover target: voluntary turnover should be neither too high as to effect negatively the running of the business nor too low to prevent career development and innovation. It is considered that the target of 10% agreed for 2014-15 best achieves this balance.
15. **Households in Temporary Accommodation** – This figure includes all temporary accommodation including units within our own housing stock, hostel accommodation and B&B. The target set was the same as the end of year figure for 2012-13 with the aim of maintaining current levels, whilst knowing this would be challenging in the current climate. Unfortunately the number of households in temporary accommodation has risen during the year, with 11 more households in temporary accommodation at the end of 2013-14 (53, compared to 42 at the end of 2012-13). However, when compared with the increasing numbers accepted as homeless, where the increase has been much larger (127 accepted in 2013-14 compared to 102 in 2012-13 – showing an increase of 25 households), the team have worked hard to minimise the use of temporary accommodation wherever possible. A corporate target was also set to increase the provision of temporary accommodation in order to reduce the use of B&B and reduce expenditure by half – this was met and in fact expenditure on this type of temporary accommodation is approx. a quarter of that spent in the previous year.
16. **% of Household waste for reuse, recycling and composting** (56.7% against 60% target) - The prolonged wet Winter adversely affected the ability of Cambridgeshire County Council to compost green waste materials, resulting in lower green waste diversion rates, similar to the situation which occurred during 2012-13. Longer term options are being explored with RECAP<sup>1</sup> partners as part of the Optimum Service Design project work. Performance remained within expected levels and exceeded the 2012-13 figure of 55.86%, comparable with RECAP partners. In addition, based on the latest available benchmarking data produced by the Rural Services Network, SCDC remains within the top 20 performing districts in England.

### **Implications**

17. 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:

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<sup>1</sup> RECAP stands for Recycling in Cambridgeshire and Peterborough

***Financial***

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

**Consultation responses**

19. Corporate Plan aims and actions, and the allocation of resources to deliver them, were based on assessed needs and priorities and were subject to consultation prior to adoption.
20. The comments of cost centre managers and directors have been reflected in the provisional outturn statement. Corporate Plan and Performance Indicator updates have been prepared in liaison with lead officers in each directorate.
21. This report was considered by Scrutiny and Overview Committee at its meeting on 3 July 2014. Comments and recommendations from the Committee will be reported to Cabinet at the meeting.

**Effect on Strategic Aims**

22. Review of the Council's finances and Corporate Plan is important to ensure the Council's priorities are met and resourced.

**Background Papers:** the following background papers were used in the preparation of this report:

Original Estimates 2013/14,  
Financial Management System Reports  
Summary Place Profile

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**APPENDIX A**

Previously Reported (Under)/ Over Spend Compared to Working Estimate £		Original Estimate 2013/14 £	Working Estimate 2013/14 £	Actual Income & Expenditure £	Projected (Under)/ Over Spend Compared to Working Estimate £	Movement from Previous Month's Position £
	<b>General Fund</b>					
	<b>Portfolio</b>					
(59,900)	<b>Leader</b>	522,290	522,290	474,448	(47,800)	12,100 a
0	<b>Finance &amp; Staffing</b>	2,414,210	2,394,250	2,099,098	(295,200)	(295,200) b
(409,800)	<b>Corporate &amp; Customer Services</b>	1,763,130	1,902,620	1,567,603	(335,000)	74,800 a,c,d
(184,800)	<b>Environmental Services</b>	5,753,670	5,762,470	5,618,881	(143,600)	41,200 a,e,f
(30,000)	<b>Housing (General Fund)</b>	1,300,950	1,300,950	1,287,758	(13,200)	16,800 a,g,h
0	<b>Northstowe</b>	54,700	54,700	54,778	0	0
(725,000)	<b>Planning &amp; Economic Development</b>	2,445,890	2,460,400	1,732,868	(727,500)	(2,500) a,l,j,k
(5,200)	<b>Planning Policy &amp; Localism</b>	1,852,590	1,957,090	1,833,574	(123,500)	(118,300) a
	<b>Un-Allocated</b>					0
487,700	Other	772,880	627,450	1,224,287	596,800	109,100 l
450,000	Savings	(500,000)	(500,000)	0	500,000	50,000 a
(477,000)	Total	16,380,310	16,482,220	15,893,295	(589,000)	(112,000)
(20,000)	Interest on Balances	(425,000)	(425,000)	(437,439)	(12,400)	7,600 m
(497,000)	Net District Council General Fund Expenditure	15,955,310	16,057,220	15,455,856	(601,400)	(104,400)

Previously Reported (Under)/ Over Spend Compared to Working Estimate £		Original Estimate 2013/14 £	Working Estimate 2013/14 £	Actual Income & Expenditure £	Projected (Under)/ Over Spend Compared to Working Estimate £	Movement from Previous Month's Position £
<b>Housing Revenue Account</b>						
0	Housing Repairs - Revenue	3,307,800	3,587,000	3,538,914	(48,100)	(48,100) n
(20,000)	Sheltered Housing	(61,430)	(61,430)	(81,604)	(20,200)	(200) o
0	Repairs Administration	19,600	10,600	14,158	3,600	3,600
(100,000)	General Administration	613,660	602,620	410,895	(191,700)	(91,700) p
0	Other Alarm Systems	(143,100)	(143,100)	(143,280)	0	0
0	Outdoor Maintenance	26,060	26,060	16,852	(9,200)	(9,200)
(20,000)	Tenant Participation	144,400	144,400	120,027	(24,400)	(4,400) q
50,000	Other (including Payment to Government & Capital Charges)	19,853,790	19,641,250	19,911,878	270,500	220,500 s,t
(140,000)	Income	(26,850,000)	(26,900,000)	(27,107,259)	(207,300)	(67,300) r
(47,900)	Recharged Departmental & Overhead Accounts	3,263,700	3,267,080	3,254,278	(12,800)	35,100 a
		=====	=====	=====	=====	=====
(277,900)	Housing Revenue Account Total	174,480	174,480	(65,141)	(239,600)	38,300
		=====	=====	=====	=====	=====
<b>Capital</b>						
<b>Capital Expenditure</b>						
<b>HRA Capital</b>						
0	New Homes Programme	3,000,000	3,000,000	2,257,890	(742,100)	(742,100) u
(87,000)	Repurchase of HRA Shared Ownership Homes	410,000	410,000	322,540	(87,400)	(400)
0	Housing Repairs - Capital	7,724,180	7,535,000	7,385,547	0	0
(120,000)	Other	374,820	217,000	78,423	(138,600)	(18,600)
<b>GF Capital</b>						
(60,000)	ICT Development	366,200	433,760	291,771	(142,000)	(82,000) v
0	Waste Collection & Street Cleansing	331,000	447,700	301,888	0	0
50,000	Repurchase of GF Sheltered Properties	1,100,000	1,100,000	1,144,878	44,900	(5,100) w
0	Improvement Grants	770,000	781,130	774,914	(6,200)	(6,200)
0	Other	783,600	816,100	329,232	(20,200)	(20,200) x
(400)	Recharged Departmental & Overhead Accounts	45,160	45,160	50,597	5,400	5,800 a
		=====	=====	=====	=====	=====
(217,400)	Capital Expenditure Total	14,904,960	14,785,850	12,937,680	(1,086,200)	(868,800)
		=====	=====	=====	=====	=====
<b>Capital Receipts</b>						
(900,000)	Right to Buy Sales	(1,624,480)	(1,624,480)	(3,449,379)	(1,824,900)	(924,900)
100,000	HRA Equity Share & Other Sales	(200,000)	(200,000)	0	200,000	100,000
0	GF Equity Share & Other Sales	(1,641,260)	(1,641,260)	(1,570,030)	71,200	71,200
0	Other Capital Receipts	0	0	0	0	0
314,400	Other Grants & Allowances	(11,226,490)	(11,186,350)	(10,159,615)	264,700	(49,700)
(700)	Recharged Departmental & Overhead Accounts	65,740	65,740	51,919	(13,800)	(13,100) a
		=====	=====	=====	=====	=====
(486,300)	Capital Receipts Total	(14,626,490)	(14,586,350)	(15,127,105)	(1,302,800)	(816,500)
		=====	=====	=====	=====	=====

## APPENDIX B

### Significant items of movement shown in the 2013-14 Provisional Outturn Statement

#### General Fund

- a. An analysis of the **Departmental Accounts** compared to the working estimates indicates that vacancies and other in year changes to staffing budgets has resulted in savings of £218,100, after taking into account the use of agency staff to manage turnover and cover vacancies and allowing for the reduction of £500,000 for vacancies which was included in the estimates;

#### *Finance & Staffing*

- b. Improving economic conditions have resulted in lower payments than anticipated to **Benefits** claimants. With recovery of amounts previously paid, to which there was no entitlement, and other income, this has resulted in a £295,200 saving to the Council;

#### *Corporate & Customer Services*

- c. Rental income from external users of the **Cambourne Offices** is £36,000 more than allowed for in the original estimates;
- d. The Council has been able to reclaim £54,000 more **Elections** expenses than originally expected;

#### *Environmental Services*

- e. The **Refuse Collection & Recycling Service** reduced staffing/fuel costs through managing staff numbers and flexible working and increased trade refuse income, resulting in savings against budget of £60,500. The expected procurement of in-cab technology to facilitate round optimisation will now take place in 2014-15, for which a roll-over request of £58,700 has been submitted;
- f. The **Pest Control** service is now not being provided which has led to winding up costs of £34,900.

#### *Housing General Fund*

- g. Expenditure on **Improvement Grants** is £25,000 more than budgeted mainly because of an under-estimate provided by an outside organisation for an outstanding invoice relating to 2012-13;
- h. A change to the private rental scheme resulted in a Housing Association returning £29,100 to us against the **Homelessness** budget;

#### *Planning and Economic Development*

- i. The **Council** incurred unforeseen expenditure of £38,700 in settlement of a claim for compensation related to a tree preservation order;
- j. **Planning Income** is £746,800 more than originally estimated because of a number of large fees relating to planning permission for solar panels developments. This was

because of a legislation change on 1<sup>st</sup> April 2014, which meant that applications were submitted before this change came into effect;

- k. Additional costs of £23,200 have been incurred in dealing with overgrown trees at the **Open Space** in Teversham;

### ***Unallocated***

- l. The effect of the new **Retained Non-Domestic Rates System**, the operation of which was devolved to councils for the first time in 2013-14, has been £550,000 more than estimated, mainly because of refunds to ratepayers as agreed by the Valuation Officer relating to previous years;
- m. **Investment Income** is £12,000 more than the estimate because of increased balances giving rise to more investing opportunities;

### **Housing Revenue Account (HRA)**

- n. **Housing Repairs** have saved £48,100 from tightly managing the various repairs programmes;
- o. **Sheltered Housing** has saved £20,200 on equipment purchase;
- p. **General Administration**: Payments to tenants for moving to enable re-development were £191,700 less than estimated in year. These re-developments will occur in future years and budget provision will be allowed for in the relevant year;
- q. All planned **Tenant Participation** groups and activities took place in the year; effective commissioning and procurement of these (e.g. tenants' magazine and training events) resulted in £24,400 savings against budget.
- r. Additional **Income** of £207,300 has been received, because of a combination of better void turn-around and re-let properties rental amounts being higher;
- s. As Right to Buy Sales have been greater than anticipated this has meant that £1,378,000 of Capital expenditure has not had to be **funded from Revenue**;
- t. These have enabled £1,500,000 to be **transferred to the Investment Reserve**;

### **Capital**

- u. The **New Homes Programme** is scheduled to take place over several years and continues to be developed. The Linton scheme was completed in year, other schemes are being prepared and a further new scheme has been identified for 2014-15. £742,100 was not required to be drawn down in 2013-14 and has been requested to be rolled-over into 2014-15 to allocate towards these schemes;
- v. Some **ICT** projects were postponed due to awareness that the vendor is making changes to the product/service, making it more viable to defer and buy the updated version when available. Delays in recruiting to some vacant posts, while providing an in year revenue saving, impacted on resources available to deliver some capital



projects within previously anticipated timeframes. The government delayed the need for us to provide upgrades to Cabinet Office requirements for PSN compliance. As a result, work to the value of £142,000 is now expected to be undertaken in 2014-15 and has been requested to be rolled over;

- w. **Repurchases of GF Sheltered Properties** have been £45,000 more than budgeted; and
- x. The planned replacement of **Awarded Watercourses** vehicles has not taken place because they have not reached the end of their economic life; a request has been received to roll-over the £40,000 into 2014-15.

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## DETAILS OF ROLLOVERS FROM 2013-14 TO 2014-15

Budget rollover rules are governed by the budget and policy framework rules, as follows:

“Rollover of unspent budget provision from the previous financial year to the current year will only be permitted in exceptional cases (excluding employees). A list of rollovers will be completed and reported for approval to the Finance (and Staffing) Portfolio Holder by 31 July each year. Rollovers may then only be used with the approval of the Section 151 Officer, approval being on an individual basis during the year, when the director/cost centre manager can demonstrate that the current year’s budget is fully spent/ committed and that there are no other sources of funding, including virement. Rollovers are for specific items and cannot be vired.”

The following items in the 2013-14 budget will be underspent at the end of the 2013-14 financial year, but the expenditure will now fall within 2014-15. If approved by the Finance and Staffing Portfolio Holder, the relevant estimate provisions will be rolled forward into 2014-15 ONLY IF or WHEN the S151 Officer is satisfied that the relevant 2014-15 budget has been fully committed. Each of these rollovers will have been approved by the relevant Director and Portfolio Holder before being presented to the Finance and Staffing Portfolio Holder.

### GENERAL FUND REVENUE BUDGETS

1. **Staffing & Central Overhead Accounts (Cllr D Whiteman-Downes):**  
**Contact Centre, £5,000**  
 To purchase uniforms for customer contact centre staff – budget not needed in 2013-14 but will be required in 2014-15.
2. **Environmental Services Portfolio (Cllr M Martin):**  
**Waste Management Strategy, £24,000**  
 To enable the on-going use of agency staff to facilitate the transition change within the Refuse Collection Service.
3. **Environmental Services Portfolio (Cllr M Martin):**  
**Refuse Collection, £58,700**  
 To finance the procurement of the In-Cab technology to facilitate round optimisation.
4. **Economic Development Portfolio (Cllr N Wright):**  
**Transport Initiatives, £8,300**  
 BikeBus Explorer partnership funding for 2013-14 now required in 2014-15.

***Total General Fund revenue budget rollovers from 2013-14 to 2014-15, £96,000.***

## **CAPITAL PROGRAMME**

### **5. Housing Portfolio (Housing Revenue Account) (Cllr M Howell):**

#### **New Homes Programme, £742,110**

To allocate towards schemes currently being prepared and a further new scheme that has been identified for 2014-15.

### **6. Corporate & Customer Services Portfolio (Cllr D Whiteman-Downes):**

#### **ICT Development - £142,000**

To support the ongoing ICT projects programme for service and system improvement across a number of service areas, continue existing information management programmes including web (intranet and internet review), mapping services and EDRM (I@W) requirements and provide funding for revised ICT Security in line with PSN, CPSN requirements and network infrastructure upgrades.

### **7. Environmental Services Portfolio (Cllr M Martin):**

#### **Awarded Watercourses - £40,000**

The existing 4 x 4 vehicles scheduled to be replaced in 2013-14 have not reached the end of their useful life and the plan is now to replace them sometime in 2014-15. Funding is from the Drainage Infrastructure Fund so there is no impact on internal funding.

***Total Capital Programme budget rollovers from 2013-14 to 2014-15, £924,110.***

**Grand Total budget rollovers from 2013-14 to 2014-15, £1,020,110.**

APPENDIX D - CORPORATE PLAN 2013-2018 – YEAR-END PERFORMANCE REVIEW

<p>COUNCIL AIM AND ASSOCIATED ACTIONS (Lead Portfolio Holder / Management Team Lead)</p>	<p>HOW DID WE DO?</p>	<p>WHAT'S STILL LEFT TO DO?</p>
<p><b>AIM A – We will listen to and engage with residents, parishes and businesses to ensure we deliver first class services and value for money</b></p>		
<p>A1. Continue to invest in employees and members by carrying out actions in the Organisational and Member Development strategies</p> <p>(Simon Edwards and David Whiteman-Downes / Susan Gardner Craig and Fiona McMillan)</p>	<p>We received confirmation from the East of England Local Government Association that we maintained the standards of the Elected Member Development Charter.</p> <p>We have delivered a comprehensive Member Development Programme of training sessions on a wide variety of skills development topics and a series of briefings on key topical issues for the organisation. 53 of the Council's 57 Members have attended at least one training session or workshop during the year; feedback has been largely positive in terms of participants feeling that the development opportunities provided will assist them in carrying out their roles.</p> <p>We have also supported Members with the rollout of iPads, with beginner and intermediate sessions held in January and February 2014.</p> <p>The second cohort on the Leadership Development Programme have completed their learning projects, which took forward corporate improvement projects linked to the Business Improvement and Efficiency Programme (see A4 below) around discretionary services, internal communications and recruitment</p>	<p>Our new Corporate Plan includes a priority action to deliver Organisational and Member Development strategies.</p> <p>Work is underway to review the Member Development Strategy and recommend changes. We are also carrying out an induction programme for new Members elected in the May 2014 elections.</p> <p>We will put in place a programme of employee surveys. These will focus on key aspects of employee engagement and satisfaction.</p> <p>A revised Performance Development Review (PDR) scheme took effect 1 April 2014, allowing staff to identify behaviours which support the Council's Values of Working Together, Integrity, Dynamism and Innovation.</p> <p>EMT will also be considering proposals to take forward coaching, building on skills developed during the Leadership Development programme.</p> <p>The Organisational Development Strategy and Action Plan will be reviewed by Scrutiny with particular focus on Apprenticeships, Leadership/Management</p>

APPENDIX D - CORPORATE PLAN 2013-2018 – YEAR-END PERFORMANCE REVIEW

<b>COUNCIL AIM AND ASSOCIATED ACTIONS (Lead Portfolio Holder / Management Team Lead)</b>	<b>HOW DID WE DO?</b>	<b>WHAT'S STILL LEFT TO DO?</b>
	<p>and selection. Final presentations were made to management team in February 2014, with detailed follow-up reports and recommendations to follow at EMT.</p> <p>We launched a new Buying Additional Annual leave policy and Flexible Retirement policy and several staff have made use of these new arrangements. Remote and homeworking policies are currently under review.</p> <p>We have delivered a corporate skills programme to improve the way we communicate with our customers, partners and stakeholders to all staff, identifying tangible improvements to standard letters and templates which have resulted.</p>	<p>Development, Member Development and staff readiness to move towards a more commercial approach to service delivery.</p>
<p>A2. Maintain financial resilience whilst channelling our resources to create opportunities for investment, sustainable borrowing and economic growth (Simon Edwards / Alex Colyer)</p>	<p>We have introduced an integrated performance monitoring report bringing together headline information around budgets, performance indicators, key projects and strategic risks, enabling issues to be identified and addressed in a co-ordinated manner. Year-end outturn showed net underspends of £505,400 (General Fund), £162,090 (Capital) and £239,600 (Housing Revenue Account). These underspends have not adversely affected service delivery or performance.</p> <p>SCDC's external auditors issued an unqualified audit</p>	<p>The Corporate Plan 2014-19 includes a strategic objective to improve efficiency and value for money within a viable financial strategy. Our new MTFS requires us to deliver further savings of £300,000 in 2014-2015 and £790,000 in 2015-2016 in order to absorb continuing funding cuts and deliver a balanced strategy.</p> <p>We will take forward exciting initiatives with the potential for large-scale investment and income generation, including the pilot scheme for the Council's new housing company, investing £7 million to enable the company to acquire an initial portfolio of</p>

APPENDIX D - CORPORATE PLAN 2013-2018 – YEAR-END PERFORMANCE REVIEW

COUNCIL AIM AND ASSOCIATED ACTIONS (Lead Portfolio Holder / Management Team Lead)	HOW DID WE DO?	WHAT'S STILL LEFT TO DO?
	<p>opinion of our 2012/13 accounts, representing a strong endorsement of the quality and robustness of our financial procedures and personnel.</p> <p>Council approved a revised and updated Medium Term Financial Strategy in February 2014, developed to take into account 25% cuts in central government funding for the third successive year. SCDC has delivered £5 million of efficiency savings over the past four years.</p>	<p>homes for rent during 2014-15, and City Deal with government to deliver new housing and transport infrastructure for the Cambridge Sub-Region (see B5 and B10 below).</p>
<p>A3. Ensure best use of Council assets and benefit from opportunities to achieve efficiencies from working together (Simon Edwards / Alex Colyer)</p>	<p>We launched shared Internal audit and HR/payroll services with Peterborough City Council and Cambridge City, in July 2013 and April 2014 respectively.</p> <p>A joint post with County Public Health team began in November 2013 to take forward health partnership working, on a 12-month trial basis.</p> <p>Cabinet endorsed the City Deal and gave in-principle approval to the development of a joint waste service with Cambridge City Council, at its meeting on 10 April 2014.</p> <p>SCDC has participated in the county-wide Making Assets Count partnership. The partnership explored setting up a Joint Venture to manage public sector assets across the county, agreeing to develop specific projects and revisit a possible Joint Venture</p>	<p>The Corporate Plan 2014-2019 retains a strategic objective to ensure the best use of Council assets and benefit from opportunities to achieve efficiencies from partnership working. This objective will be delivered through the City Deal (see B5 below) and making assets count initiatives, and through the exploration of new shared service opportunities, including a Strategic Partnership with Huntingdonshire District Council, announced in April 2014.</p>

APPENDIX D - CORPORATE PLAN 2013-2018 – YEAR-END PERFORMANCE REVIEW

COUNCIL AIM AND ASSOCIATED ACTIONS (Lead Portfolio Holder / Management Team Lead)	HOW DID WE DO?	WHAT'S STILL LEFT TO DO?
	<p>model when appropriate.</p> <p>Rental income from external users of the Cambourne offices was £36,000 above that originally estimated.</p>	
<p>A4 Carry out projects from the business efficiency programme (BIEP), working with services to reduce costs and deliver better ways of working (David Whiteman-Downes / Alex Colyer)</p>	<p>The programme has progressed largely according to timescale; several projects have delivered recommendations to EMT for improved working practices and cashable savings. The goods and services review has provided a focus on reducing costs through effective procurement, delivering a framework contract for the employment of agency staff which has saved £38k in the current year, and is projected to save a further £65k during 2014-15.</p> <p>The review of waste services resulted in Cabinet agreeing a revised collection schedule for green and blue bins from Winter 2014-15, which is projected to save the Council £200k in 2014-15 and £400k per year from April 2015.</p>	<p>The 2014-2019 Corporate Plan commits us to implementing recommendations from the 2013-2014 BIEP and carrying out the 2014-2015 programme, identifying further savings to contribute towards the Council's MTFS target.</p>
<p>A5 Further improve how we engage with residents, keeping them informed about the Council and its services and using their feedback to shape future service delivery (David Whiteman-Downes / Alex Colyer)</p>	<p>We carried out a survey on our residents' magazine, in response to which we have provided additional information on rogue traders and more focus on transport issues.</p> <p>Social media followers have continued to increase and we are trying to use the channel to encourage engagement.</p> <p>A new business newsletter has been launched to give better and more targeted information to firms.</p>	<p>A media partnership is to be set up to help improve attendance at our annual Park Life event. Discussions have begun with Cambridge News.</p> <p>We are promoting key events such as the Tour de France (coming through our district) to help residents know how they can get involved and advise them of any possible issues to consider on the day.</p> <p>EMT has agreed an annual engagement schedule for the resident Consultation Panel, maximising its value</p>



APPENDIX D - CORPORATE PLAN 2013-2018 – YEAR-END PERFORMANCE REVIEW

<b>COUNCIL AIM AND ASSOCIATED ACTIONS (Lead Portfolio Holder / Management Team Lead)</b>	<b>HOW DID WE DO?</b>	<b>WHAT'S STILL LEFT TO DO?</b>
	<p>This aims to improve the two way conversation we are having. We also launched a bi-monthly parish e-bulletin, responding to feedback from parishes that communication needed to be improved.</p> <p>We are reviewing our tenants' magazine with a view to improving design, production method and content.</p> <p>In 2013 the highest quantity of media coverage was achieved, with 93% being positive or neutral. This was an excellent result and is a good way to promote the work of the Council.</p> <p>The publication of the Council's budget in February was followed by targeted communications explaining how taxpayers' money is being spent.</p>	<p>in helping us monitor customer satisfaction and shape future service delivery.</p>
<p>A6. Increase the supply of temporary accommodation, prioritising council-owned properties whilst not restricting options in other sectors. (Mark Howell / Stephen Hills)</p>	<p>The project to redevelop the Robson Court hostel site is progressing well. Following the grant of planning permission, work started on site in Autumn 2013, with an 18-month build-out programme.</p> <p>The Council is continuing to be proactive in identifying suitable properties for purchase and use as temporary accommodation, with 12 properties purchased between April-December 2013.</p> <p>We have put in place a revised Homelessness Strategy, one of the key objectives of which is to increase the amount of good quality temporary accommodation and reduce the use of B&amp;B and associated expenditure. This has been achieved, and</p>	<p>The Corporate Plan 2014-2019 includes a strategic objective to increase the range and supply of temporary accommodation to help minimise the use of bed and breakfast accommodation for homeless households. We will achieve this by implementing actions in the Homelessness Strategy and completion of the Robson Court hostel refurbishment project.</p>

APPENDIX D - CORPORATE PLAN 2013-2018 – YEAR-END PERFORMANCE REVIEW

<b>COUNCIL AIM AND ASSOCIATED ACTIONS (Lead Portfolio Holder / Management Team Lead)</b>	<b>HOW DID WE DO?</b>	<b>WHAT'S STILL LEFT TO DO?</b>
	<p>expenditure on this type of temporary accommodation is quarter of that spent the previous year.</p> <p>Homeless prevention has increased during the year, due to successful private rent placements and social housing lets; we helped a total of 147 households avoid homelessness, compared to 131 in 2012-13.</p> <p>The number of households in temporary accommodation rose during the year, with 11 more households in temporary accommodation at the end of 2013/14 (53, compared to 42 at the end of 2012/13), and a quarter-end average of 50. However, when compared with the increasing numbers accepted as homeless, where the increase has been much larger (127 accepted in 2013/14 compared to 102 in 2012/13 – showing an increase of 25 households), the team worked hard to minimise the use of temporary accommodation wherever possible.</p>	
<p>A7. Ensure the South Cambridgeshire Local Plan and Community Infrastructure framework are based on effective engagement (Pippa Corney / Jo Mills)</p>	<p>The Council submitted its Local Plan to the Secretary of State on 28 March 2014, put together following options consultations which involved 30 public exhibitions generating over 30,000 comments.</p> <p>During the Options consultations the majority of people told us they wanted our plan to focus development in new towns or villages rather than spreading housing across most existing villages, protect the green belt around Cambridge by planning</p>	<p>An Inspector has been appointed to oversee the Public Examination of our Draft Local Plan. This will involve a series of public hearings on dates to be identified, and may require us to prepare additional supporting evidence.</p> <p>Following further public consultation, the Draft Charging Schedule for CIL will also be submitted for examination to coincide with that on the Local Plan. The eventual introduction of CIL is dependent on</p>

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	<p>new housing on brownfield land first, ensure the right services were delivered for new homes and take into account the transport implications of new development. Whilst the new plan will not be able to meet everyone's needs, we are confident it will largely achieve these key objectives.</p> <p>Consultation on the draft Plan ran from 19 July – 14 October 2013. This included 17 more public exhibitions at venues across the district, attended by over 1,400 residents, and a feature article in the residents' magazine, including a feedback form for residents to give their views; this attracted over 1,500 responses.</p> <p>Alongside the local plan, we have been developing plans for the introduction of the Community Infrastructure Levy (CIL), consulting on a Preliminary Draft Charging Schedule during August-September 2013. We received a total of 232 representations, which have informed the preparation of a Draft Charging Schedule, agreed for further consultation in April 2014. We are now proposing to levy a zero CIL rate on retail development at strategic sites, a change arising from concerns about viability which emerged from the consultation.</p>	<p>adoption of the Local Plan and is therefore not anticipated until Spring 2015.</p> <p>If the Inspector considers that the plan requires main modifications to make it sound/legally compliant, public consultation on these would take place after the public hearings, and the outcome of the consultation taken into account by the Inspector before the Inspector's Report is published.</p>
<p>A8 Work with RECAP waste partners to reduce council tax</p>	<p>The county-wide RECAP waste partnership has</p>	<p>The Council's Corporate Plan for 2014-2019 retains waste partnership working as a strategic objective.</p>

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<p>costs, carbon impacts and waste sent to landfill (Mick Martin / Mike Hill)</p>	<p>agreed to develop a full business case for implementation of a “whole systems approach” to waste collection. Ultimately the business case will need to demonstrate that there are significant benefits which can only be achieved by working together. The strategy is initially for each individual authority to make those changes, improvements and savings it is able to deliver on its own in preparation for future partnership working.</p> <p>We have begun the procurement of a joint Materials Recycling Facility contract for the processing and sale of “blue bin” recyclable materials, together with separate procurement of a joint contract for the sale of paper, to replace the current SCDC contracts when they expire in October 2015. A joint Invitation to Tender is due to be published in January 2014.</p> <p>The Council is taking part in a project to jointly purchase large refuse vehicles across RECAP partners, agreeing a shared specification and Invitation to Tender.</p> <p>Cabinet gave in-principle approval to the development of a joint waste service with Cambridge City Council, at its meeting on 10 April 2014, and we have also developed a Service Level Agreement for cross-border working with Cambridge City at major growth sites including Cambridge North-West and</p>	<p>To achieve this objective, we will:</p> <ul style="list-style-type: none"> <li>• Agree and begin implementation of RECAP integrated waste collection model.</li> <li>• Continue development of joint operational waste arrangements with Cambridge City Council, and</li> <li>• Deliver agreed waste efficiencies and improvements.</li> </ul>

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	<p>Trumpington Meadows.</p> <p>The Council's reuse and recycling rate for the year was 56.7%. The latest benchmarking figures showed SCDC's performance remaining in the top 20 of all English districts.</p>	
<p>A9 . Ensure benefits reform is implemented as smoothly and as effectively as possible (Simon Edwards / Alex Colyer)</p>	<p>We reallocated staffing resources to deal with the higher volume of customer enquiries arising from the implementation of the Localised Council Tax Support scheme in April 2013 and have closely monitored the financial impact of the new scheme, to explore whether it will require review to remain viable in future years. This monitoring has identified that the scheme is financially sound and has been easily understood by residents, consequently Council agreed to retain it for 2014-2015.</p> <p>Improving economic conditions have resulted in lower payments than anticipated to Benefits claimants. With recovery of amounts previously paid, to which there was no entitlement, and other income, this has resulted in a £295,200 saving to the Council.</p> <p>Consistently high first-time call resolution rates being achieved by the Customer Contact Service (averaging 82.3%) have helped the Benefits Team maintain and enhance its performance in processing new claims in spite of demand increasing. We also maintained outstanding performance in respect of rent (98.8%) and Council Tax (99.25%) collection</p>	<p>The Council's Corporate Plan for 2014-2019 retains managing the impacts of welfare reform smoothly and effectively as a strategic objective.</p> <p>We will continue to monitor the impact of the government's welfare reform programme with respect to Council Tax support, Universal Credit, fraud and over-accommodation on customers, the Local Support for Council Tax Scheme and the Council Tax Base. We will adapt our service to meet increased demand and plan for the possibility of the requirement to amend the LCTSS for 2015/16.</p>

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	<p>rates.</p> <p>We have been given additional funds to support residents experiencing hardship resulting from under occupancy reductions in benefit, Benefit caps, Local Housing Allowance and to support claimants in specially adapted properties. Our Spring 2014 magazine included an article reminding those receiving Housing Benefit and experiencing a shortfall between the rent charged and the amount of Housing Benefit received that they can apply for a Discretionary Housing Payment.</p> <p>Affordable Homes set up an Under Occupation Project which provided timely information and advice to all households affected by the under occupation subsidy. 28 households have been helped to move and overall there has been a 20% reduction in the number of households affected by the changes.</p>	
<p>A10. Effectively influence the new Police and Crime Commissioner's Plans via improved engagement with our local communities and better sharing of intelligence with police and partners (Mick Martin / Mike Hill)</p>	<p>South Cambridgeshire remains one of the safest and most peaceful places in the UK in which to live, work, study and enjoy a great quality of life. To help maintain this, SCDC has:</p> <ul style="list-style-type: none"> <li>• Worked with County Council children and young people's locality teams, Police and housing associations on individual and shared cases.</li> <li>• Introduced a new IT system (E-CINS)</li> </ul>	<p>We will:</p> <ul style="list-style-type: none"> <li>• Carry out further training for partners, such as housing associations, on using E-CINS.</li> <li>• We will continue to include articles in our residents' magazine which reflect local community safety priorities.</li> <li>• Ensure staff from across the Council undertake Community Safety Accreditation</li> </ul>

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	<p>enabling improved working with partners on anti-social behaviour incidents.</p> <ul style="list-style-type: none"> <li>• Publicised local issues of concern including awareness of shed and garage burglaries and doorstep crime.</li> <li>• Introduced a new format for Neighbourhood Panels to improve SCDC participation and working with the police.</li> <li>• Trained staff and partners on anti-social behaviour injunctions, with enforcement action in specific cases resulting.</li> </ul>	<p>training. The paperwork to apply for accreditation is being completed and will be submitted following the staff training. Accreditation will enable some enforcement staff to use a small number of police powers to help us tackle anti-social behaviour issues.</p> <ul style="list-style-type: none"> <li>• We will work with the police to embed the new Neighbourhood Panel arrangements.</li> </ul>
<p><b>We will work with partners to create opportunities for employment, enterprise, education and world-leading innovation</b></p>		
<p>B1. Work with partners to improve digital infrastructure (Nick Wright / Alex Colyer)</p>	<p>Connecting Cambridgeshire - a multi-million pound partnership investment project to provide superfast broadband - is underway. BT has been tasked with planning the broadband roll-out to make the best use of public money so that it reaches every Cambridgeshire community by 2015.</p> <p>During March, 41 new fibre broadband cabinets went live across the county, including Papworth Everard. Many more villages will be reached with fibre broadband during 2014. A new 'My Area' checker is now available on the Connecting Cambridgeshire website <a href="http://www.connectingcambridgeshire.co.uk">www.connectingcambridgeshire.co.uk</a> to</p>	<p>Successful completion of the project will ensure that communities and businesses across Cambridgeshire will benefit from some of the best fibre broadband coverage in the county by the end of 2015. Over 98% of homes and businesses across the county can expect to have access to fibre-based broadband by the end of the contract, with 90% of homes and businesses having access to speeds of 24 MBPS and higher.</p>

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	<p>show how areas and parishes fit in to the roll-out plan as it progresses. It will be regularly updated.</p> <p>Over £4.5m has been secured as part of the Connecting Cambridgeshire programme to help businesses afford faster broadband connections and make the most of digital technologies. A new countywide business support initiative, Destination Digital, was launched in January to help hundreds of small and medium-sized businesses get better connected so they can increase productivity and create new jobs. Eligible companies will be able to apply for grants in the form of vouchers of up to £3,000 to help upgrade to high speed broadband, access free business support and a 40% discount on digital technology. The scheme was advertised in the Spring 2014 <i>South Cambs</i> magazine.</p>	
<p>B2. Support the local economy through developing a Register of Businesses and Business Support schemes (Nick Wright / Jo Mills)</p>	<p>The new Business Register has 400 entries. The Register will enable businesses to access support and information and receive updates on financing, tendering and funding opportunities.</p> <p>We launched a new e-newsletter, Open for Business, in January 2014, offering practical ideas, tailored advice, news and information to help start, grow, manage and run businesses in the district.</p> <p>Working with business support specialists Exemplas, we have run two further series of practical workshops to address specific issues raised by local firms. The</p>	<p>The 2014-2019 Corporate Plan retains a strategic objective to make the district an even more attractive place to do business.</p> <p>We will achieve this objective through:</p> <ul style="list-style-type: none"> <li>• Continuing to promote the Business Register (an officer has been appointed on a fixed term basis to progress this), and the associated newsletter Open for Business, that will be issued every two months</li> <li>• Reviewing the locality workshops and business advice service, with a view to rolling</li> </ul>



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	<p>workshops have been well-attended and feedback continues to say they are well- regarded. The latest series of workshops includes sessions particularly relevant for local pubs, and have been promoted to all licensed premises.</p> <p>We have also worked with Exemplas to pilot a set of locality workshops in Waterbeach, and a business advice referral service.</p>	<p>out more widely during 2014/15</p> <ul style="list-style-type: none"> <li>• Developing and implementing a joined-up approach to work with business customers , including a key-account management service with agreed criteria.</li> <li>• Implementing a joint 'Business Support Hub' with Cambridgeshire County Council and partners</li> </ul>
<p>B3. Establish a Council 'Back to work' project, and promote apprenticeships to equip all our young people for productive life (Mark Howell / Stephen Hills)</p>	<p>A Pathway to Employment strategy was approved by Cabinet in April 2013. Apprentices were appointed within housing, Revenues and Finance, Policy and Performance teams.</p> <p>We have also carried out a successful work experience programme with a local school during July and hosted university student placements in Legal &amp; Democratic Services and Conservation.</p>	<p>Skills and Employment have been identified as a key theme within the updated economic development action plan agreed by the Portfolio Holder in December 2013, under which we will be seeking to develop the Pathway to Employment strategy to expand our apprenticeship programme, develop a Community Impact Strategy and establish the potential for a young persons foyer scheme, aimed at providing intensive training and support.</p> <p>The Planning and New Communities directorate will be running another work experience programme this summer due to popular demand.</p> <p>The 2-week structured programme will take place in July 2014 and aims to provide young people the opportunity to gain skills and practical work experience in urban design, architecture, town planning, landscape design, transport planning, ecology, sustainability and historic buildings. A forthcoming residents' magazine article will</p>

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		<p>encourage students aged 15 to 18 to participate and develop skills and experience.</p>
<p>B4. Continue an effective approach to enforcement to target residents' problems whilst effectively supporting local business success (Mick Martin / Mike Hill)</p>	<p>The Tasking &amp; Coordination Group met fortnightly to join up enforcement action across the organisation and focus on complex/cross-team cases.</p> <p>Workshops took place with Councillors, Officers, and Parish Councils to develop a new corporate Enforcement &amp; Inspection Policy. The draft policy was consulted on between October-December 2013. Unfortunately few responses were received.</p> <p>SCDC staff, along with partners, undertook anti-social behaviour injunctions training in February 2014. Enforcement action has been taken forward by the Council and police as a result (see also A10 above).</p>	<p>Staff from across the Council will undertake Community Safety Accreditation training in Spring/Summer 2014. The paperwork to apply for accreditation is being completed and will be submitted following the staff training (see also A10 above).</p> <p>We will approach the Chamber of Commerce and Federation of Small Businesses for views on the draft Policy and work an officer workshop to consider technical aspects before submitting a final draft for adoption by councillors.</p> <p>We will carry out a project to develop a corporate enforcement and prosecution process and associated management information and performance reporting for use by all SCDC enforcement teams.</p>
<p>B5. Work with the LEP and other partners to facilitate local innovation and entrepreneurship (Nick Wright / Jo Mills)</p>	<p>The Greater Cambridge City Deal bid, put together by the district, city and county councils, Cambridge University and the Local Enterprise Partnership (LEP) will, if successful, will facilitate investment and economic growth. Following over a year of negotiations, the principles of the deal were agreed.</p> <p>The Council has joined the London Stansted Cambridge Consortium with Cambridgeshire County</p>	<p>The Council's Corporate Plan for 2014-2019 commits SCDC to take forward the City Deal proposal, as part of the strategic objective to ensure best use of assets and benefit from opportunities to achieve efficiencies from partnership working.</p> <p>From 2015-19 the Deal would see £100 million released to invest in transport infrastructure, with two further rounds of £200 million each being released if</p>

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	<p>Council and Cambridge City Council, to promote investment priorities and opportunities along this corridor including improvement to the Cambridge – London Liverpool Street railway line.</p> <p>Links are maintained with the LEP through senior officer and member groups.</p>	<p>the Council and partners achieve agreed triggers. An additional 1,000 much-needed additional affordable homes on sites on the edges of existing villages would also be delivered.</p> <p>In addition to funding for transport and more affordable housing, the Deal would see the county, district and city councils sharing some of their funding and powers, and working even more closely than now. This would allow for the creation of a single strategic vision for the future of the area covered by Cambridge City and South Cambridgeshire.</p> <p>We will continue to work with the LEP and LSCC, as well as other strategic partners to support and facilitate economic growth and investment.</p>
<p>B6. Work with partners to deliver an effective, collaborative approach to strategic planning, transport and drainage (Pippa Corney / Jo Mills)</p>	<p>The Council's Draft Local Plan, submitted to the Secretary of State for public enquiry in March 2014 at the same time as that of the Cambridge City Council, was developed in close collaboration with neighbouring authorities through the work of a district-city-county council spatial planning councillor group. The group coordinates spatial planning (including land use) and an integrated transport strategy for Cambridge City and South Cambridgeshire, and provides high level oversight of current Cambridgeshire growth strategy. The Group made recommendations to both councils in respect of their draft Local Plans, prior to their agreement for</p>	<p>Discussions will take place with the Planning Inspectorate to arrange a joined up approach towards the consideration of shared matters as part of public enquiries into the SCDC and City Council Local Plans.</p> <p>The Highways Agency undertook a further options consultation on the A14 upgrade between April-June 2014, to inform the subsequent announcement of a preferred option. SCDC has responded to this consultation, urging the provision of high quality segregated cycle paths and to ensure the new road layout took into account the full Northstowe</p>

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	<p>consultation.</p> <p>At the same time as agreeing the Draft Local Plan, Cabinet agreed a Memorandum of Cooperation, put forward by the county-wide Joint Strategic Planning and Transport Group setting out objectively assessed housing needs for the area.</p> <p>The Council worked with authorities and LEPs to agree in principle a contribution towards the funding of the A14 upgrade, following the Government announcement in June 2013 that the scheme would start as early as 2016.</p> <p>In response to pressure from local authorities including SCDC, the government announced in December 2013 that plans to toll the A14 Cambridge to Huntingdon improvement scheme would not go forward.</p>	<p>development beyond Phase 1.</p>
<p>B7. Ensure the effective delivery of Northstowe and other new communities (Tim Wotherspoon / Jo Mills)</p>	<p>A £30 million legal agreement has been successfully negotiated and signed to enable the first phase of 1,500 homes at Northstowe to proceed.</p> <p>The legal agreement includes contributions towards primary and secondary schools, transport, community centre, sports pitches, park, open spaces and drainage.</p> <p>The first phase of new homes will also include a local centre with shops and employment opportunities as</p>	<p>The Council's Corporate Plan for 2014-2019 includes a strategic objective to establish successful; and sustainable new communities with housing and employment and Northstowe and the major growth sites, served by an improved A14. Specifically, we will:</p> <ul style="list-style-type: none"> <li>- Develop investment proposals to deliver Northstowe Phase 2, in partnership with Cambridgeshire County Council and Homes and Communities Agency</li> </ul>

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	<p>well as a household recycling centre.</p> <p>The outline planning permission for phase one was subsequently issued on 22 April 2014, enabling building work to begin.</p> <p>The planning application for the new station at Chesterton Sidings, near the Science Park, has been approved. We are forming a joint project team to look at development principles for the wider North East Cambridge area which could inform planning policy.</p> <p>Work will start on the new station this year with a planned opening at the end of 2015. It will generate benefits to residents and commuters in terms of improved access to the north of Cambridge, to the rail network, and to connecting services without having to go through the City centre; and in stimulating further economic growth.</p>	<ul style="list-style-type: none"> <li>- Continue to drive forward the A14 upgrade programme</li> <li>- Progress the 'Wing' (Cambridge East) application</li> <li>- Work with promoters of Cambourne, Darwin Green and other major sites to bring forward new planning applications to deliver new homes and jobs.</li> </ul>
<p>B8. Deliver a range of homes that are affordable and where people want to live in areas that will support economic growth (Mark Howell / Stephen Hills)</p>	<p>We completed 158 new affordable homes during the year. The scheme to bring forward new affordable units at the Windmill Estate, Fulbourn, is due for completion in December 2014.</p>	<p>The Council's Corporate Plan for 2014-2019 retains a strategic objective to build new council homes to provide affordable accommodation to meet the needs of local communities.</p>
<p>B9. Build the first of the new Council houses in the New Build Strategy 2012-15 (Mark Howell / Stephen Hills)</p>	<p>The new development at Chalklands, Linton, was completed on time, with tenants now in residence.</p>	<p>The New Homes Programme is scheduled to take place over several years and continues to be developed. The Linton scheme was completed in year, other schemes are being prepared and a</p>

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		<p>further new scheme has been identified for 2014-15. £742,100 was not required to be drawn down in 2013-14 and has been requested to be rolled-over into 2014-15 to allocate towards these schemes, including:</p> <p>Approx. 15 properties in Foxton – Feb 2015 planning application scheduled</p> <p>Approx. 11/12 properties in Bourn- still at the discussion stage</p> <p>Willingham - being reviewed to identify possibilities</p> <p>The Council's Corporate Plan for 2014-2019 retains a strategic objective to build new council homes to provide affordable accommodation to meet the needs of local communities. We will deliver actions from the New Build Strategy as part of this objective.</p>
<p>B10. Set up a new way of delivering equity share, market sale and private rented properties (Mark Howell / Stephen Hills)</p>	<p>South Cambs Ltd was established in January 2013. Cabinet has authorised officers to carry out a pilot scheme for the new housing company, with £7 million allocated to enable the company to acquire an initial portfolio of homes for rent during 2014-15.</p> <p>Staff have now been recruited. We have also taken on our first 28 homes at Waterbeach. They are all being privately rented.</p>	<p>Following Cabinet authorisation we are setting up the company structure and brand and carrying out market research to inform the subsequent purchase programme. Developing the pilot scheme into a full business plan has been identified as a corporate objective in the 2014-2019 Corporate Plan.</p>
<p><b>We will make sure that South Cambridgeshire continues to offer an outstanding quality of life for our residents</b></p>		

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<p>C1. Develop solutions to deliver co-ordinated community transport (Nick Wright / Mike Hill)</p>	<p>The Cambridgeshire Future Transport project continues to review local bus services. Clusters of villages are being looked at together, with the county subdivided into many such clusters, each to be looked at in turn.</p> <p>Following the first stage of the project, communities opted for a bus service that will operate a fixed route schedule to manage peak demand, then become “demand responsive” allowing people to book the journeys they want to make. The bus can take them anywhere within a defined “Roam Zone”, or to join with connecting services if their destination is farther afield. To complement this service, Cambourne is to benefit from enhanced facilities to create a transport interchange on the High Street. We will continue to work with the County Council, other partners and residents to implement these changes.</p> <p>Details of how the responsive transport scheme will work, between Comberton and Gamlingay, were included in the Spring residents’ magazine, including a map of the ‘Roam Zone’ and details of other operators’ routes in the area.</p> <p>The South Cambs Transport Directory was updated by SCDC in May 2013 and has been widely distributed.</p>	<p>The Corporate Plan 2014-2019 retains a key action around delivering community transport initiatives: we will continue to work with Cambridgeshire County Council and local communities on the Cambridgeshire Future Transport programme to find solutions to the district’s transport challenges.</p>
<p>C2 Work with older people and the voluntary sector to roll out the new ‘Community</p>	<p>23 professional community navigators and 11 individual community navigators are now in place across South Cambridgeshire. The professional</p>	<p>Options for future funding and procurement of a countywide Safer Homes work will continue to be</p>

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<p>Navigators' and 'Safer Homes' schemes as part of the Ageing Well Strategy (Mick Martin / Mike Hill)</p>	<p>volunteers are from Cambridgeshire Constabulary and Bluebird Care based in Hardwick.</p> <p>Work to explore possible future funding and procurement options and delivery models to enable this highly successful Handyperson (Safer Homes) Service to continue across the county is ongoing. SCDC is playing a key role in the process.</p> <p>Portfolio Holder task and finish work to develop integrated Ageing Well, Health &amp; Wellbeing and Children and Young People's strategies has progressed well.</p>	<p>progressed.</p> <p>We will continue to promote the Community Navigators scheme via staff, parishes and other local groups we are in contact with.</p> <p>The Corporate Plan 2014-2019 includes a key action to begin implementation of the integrated Health &amp; Well-being, Children, Young People &amp; Families and Ageing Well Action Plans, following the work of the task and finish group. Initial findings and recommendations will be reported to Cabinet in July 2014.</p>
<p>C3. Work with GPs and Local Health Partnership to improve the health of new communities, access to mental health services and support for emerging vulnerable groups (Mick Martin / Mike Hill)</p>	<p>Relationships continue to be built between planners and health colleagues. A regular meeting between the growth teams, NHS England, CCC and CATCH (local commissioning group) is now taking place. We have agreed a joint post with County Public Health team to include a focus on this area, which commenced in November 2013 on a 12-month trial basis.</p> <p>Emerging Vulnerable Groups: Attempts are being made to secure District involvement in the CCG Older People's Programme Board and its work to let</p>	<p>SCDC will complete Portfolio Holder Task &amp; Finish Group to develop an SCDC Health &amp; Wellbeing Plan, integrated for Children and Young People and Older People (see C2 above).</p> <p>The Corporate Plan for 2014-2019 retains improving the health of our communities as a strategic objective.</p> <p>We will continue to progress the mental health project to establish closer working with mental health teams and better support residents.</p>



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	<p>a £850m contract for older people’s services with a view to creating a “whole system approach” to older people’s health &amp; wellbeing and joining-up with Housing services. Initial meetings have also been held to discuss the response to Ormiston work with the Gypsy and Traveller community and intelligence on housing-related matters.</p> <p>The South Cambridgeshire Local Health Partnership has begun projects looking at better support for our residents with mental health issues, exploring the links between housing and health (namely discharge planning with Addenbrookes), procurement for new Cambridgeshire Community Services contract, pulling together an ageing well programme to support older people remain independent and stay in their own homes.</p>	<p>We will commission a playing pitch assessment, across South Cambs and Cambridge, to support the new Local Plan and respond to representations.</p>
<p>C4. Address the accommodation needs of Gypsies and Travellers (Mark Howell / Stephen Hills)</p>	<p>The Council’s draft Local Plan proposes provision will be made for at least 85 permanent Gypsy and Traveller pitches between 2011 and 2031, and at least 4 plots for Travelling Showpeople between 2011 and 2016. Provision for the 85 pitches has now been identified and Homes and Communities Agency (HCA) money secured to invest in current provision to ensure that this can be sustained for the future.</p> <p>Council in September 2013 gave approval for the purchase of the site at Fen Road, Milton, and the acquisition and refurbishment of the county-owned sites at New Farm, Whaddon and Blackwell, Milton.</p>	<p>The Council’s Corporate Plan for 2014-2019 retains providing affordable homes, including existing and Gypsy and Traveller sites, as a strategic objective.</p> <p>We are developing a detailed business case demonstrating financial viability to be agreed by the Section 151 (Chief Finance) Officer in consultation with the Finance and Staffing Portfolio Holder, by October 2014.</p>

APPENDIX D - CORPORATE PLAN 2013-2018 – YEAR-END PERFORMANCE REVIEW

COUNCIL AIM AND ASSOCIATED ACTIONS (Lead Portfolio Holder / Management Team Lead)	HOW DID WE DO?	WHAT'S STILL LEFT TO DO?
	<p>The acquisition of the county owned site has been formally agreed by the County and work is progressing with completion of the refurbishment which will include the addition of two extra pitches within the existing boundary of the site.</p> <p>The Council has withdrawn from the purchase of the Fen Road, Milton site as a sale price could not be agreed with the land owner that would allow the scheme to be financially viable. The Council will continue to search for alternative suitable sites for Gypsy and Traveller pitches.</p>	
<p>C5. Work with local communities and businesses to develop and deliver actions on green issues that make a difference (Nick Wright / Mike Hill)</p>	<p>Significant progress has been made in implementing specific South Cambridgeshire elements of the Action on Energy scheme:</p> <ul style="list-style-type: none"> <li>- Action on Energy initiative launched November 2013. The scheme website <a href="http://www.actiononenergy.net">www.actiononenergy.net</a> is up and running.</li> <li>- Two Cambridgeshire based staff have been employed so far to work on the scheme.</li> <li>- Contacts have been made and are being developed with the Cambridge Citizens' Advice Bureau and Cambridge Council for Voluntary Service (CCVS).</li> <li>- Although South Cambridgeshire has not yet been the focus for a marketing campaign the</li> </ul>	<p>Progressing the Action on Energy and Sustainable Parish Energy Partnership remain priorities as part of the Corporate Plan 2014-2019 objective to sustain vibrant, successful villages.</p> <p>SCDC will work closely with Climate Energy to ensure the community and environmental benefits of the scheme can be realised locally.</p> <p>Climate Energy's Project Plan will seek to deliver 600 measures in 400 homes in its first year, lifting 60 households out of fuel poverty.</p> <p>The Action on Energy delivery plan going forward includes performance monitoring, a marketing schedule and programmes to recruit local installers into the scheme and engage local community groups. The first marketing campaign in a small number of</p>

APPENDIX D - CORPORATE PLAN 2013-2018 – YEAR-END PERFORMANCE REVIEW

<p><b>COUNCIL AIM AND ASSOCIATED ACTIONS (Lead Portfolio Holder / Management Team Lead)</b></p>	<p><b>HOW DID WE DO?</b></p>	<p><b>WHAT'S STILL LEFT TO DO?</b></p>
	<p>scheme has nevertheless processed 165 enquiries from South Cambridgeshire residents, via magazine articles, events and thermal imaging projects.</p> <p>The Council commissioned a report on pubs and farms, following a series of Green Business Breakfasts held during 2012/13. The report has been completed, and in July and December 2013, the PFH endorsed further work to develop approaches to support the rural economy of villages as part of an updated Economic Development Action Plan.</p> <p>The countywide Action on Energy project board has received £7.8m, including £2m for the private rented sector, from central government for a project to encourage uptake of wall insulation for privately owned houses with solid walls (older homes which don't have cavity walls and cannot benefit from simpler and cheaper cavity wall insulation).</p>	<p>villages in the district began in May 2014.</p> <p>We will be promoting the Collective Switching scheme in the district, which aims to save residents money on their energy bills by signing up with energy suppliers who then use their collective buying power to negotiate with energy providers for cheaper tariffs. It has been run in many other parts of the country with good results, saving on average £100-£200/year on energy bills for consumers.</p>
<p>C6. With the new Youth Council, develop an integrated plan to improve health, success and opportunities for young people (Pippa Corney / Mike Hill)</p>	<p>Portfolio Holder task and finish work has begun to develop integrated Ageing Well, Health &amp; Wellbeing and Children and Young People's strategies.</p> <p>The Youth Council has had an active year, participating in a number of initiatives SCDC's Park Life event and BBC3's Free Speech, a current affairs show which aired live from Cambridge in October.</p> <p>The Leader has agreed a plan that will see youth</p>	<p>The Corporate Plan 2014-2019 includes a key action to begin implementation of the integrated Health &amp; Well-being, Children, Young People &amp; Families and Ageing Well Action Plans, following the work of the task and finish group.</p> <p>The new Youth Council for 2014-2015 is in place. The Council's activities will include running the entertainment stage at Parklife, attending the annual</p>

APPENDIX D - CORPORATE PLAN 2013-2018 – YEAR-END PERFORMANCE REVIEW

COUNCIL AIM AND ASSOCIATED ACTIONS (Lead Portfolio Holder / Management Team Lead)	HOW DID WE DO?	WHAT'S STILL LEFT TO DO?
	<p>councillors consider all applications for project funding targeted at people aged up to 18 years old, as part of the Community Chest grant scheme.</p>	<p>Business Forum in July, the Cambridge Conversations Conference in September and getting involved with the new housing developments in the area.</p>
<p>C7. Celebrate rural life through the Community Pride, Village Heroes and best-kept garden awards (Ray Manning and Mark Howell / Mike Hill and Stephen Hills)</p>	<p>The Best Kept Garden competition was held during Summer 2013 for SCDC tenants and leaseholders, with the Awards Ceremony held on 4 October.</p> <p>The annual Community Pride and Village Hero Awards, which recognise the contributions local people make to their communities, took place in March 2014 at Cambourne Village College. Over 100 people gathered to celebrate the vast amount of work that is carried out voluntarily in our local communities.</p> <p>The Park Life event attracted record crowds of almost 5,000 people to Milton Country Park, with staff from teams across the council coming together to make the event a success.</p> <p><b>Community Right to Bid:</b> A total of 31 local amenities have been listed as Assets of Community Value, including a number of local pubs. Listing provides a moratorium on the sale of up to six months in the events of the assets coming to be sold, giving local communities greater opportunity to consider bidding for ownership of the asset.</p>	<p>Cllr Manning has agreed to increase the amount communities can bid for under the Council's community chest grant scheme. The new £1,500 limit, which has been increased from £1,000, will mean communities can make more substantial purchases and deliver bigger projects.</p> <p>We will continue to promote the Council's grant schemes.</p> <p>Preparations are well underway for the 2014 Park life event, which we hope will be bigger and better than ever. This year it will include football and cycling initiatives as part of celebrations of the Tour de France and World Cup.</p> <p>We will also be running annual Community Pride, Village Heroes and best-kept garden awards.</p> <p>We will be lobbying government to tighten planning regulations to prevent pubs converting into shops without planning permission.</p>

APPENDIX D - CORPORATE PLAN 2013-2018 – YEAR-END PERFORMANCE REVIEW

COUNCIL AIM AND ASSOCIATED ACTIONS (Lead Portfolio Holder / Management Team Lead)	HOW DID WE DO?	WHAT'S STILL LEFT TO DO?
	<p>We have launched a new online grant grabber which helps groups locate avenues of funding from the Council and beyond. This can be found by visiting <a href="http://www.scams.gov.uk/grant-search-service">www.scams.gov.uk/grant-search-service</a>.</p>	
<p>C8. Continue support for community orchards, allotments, hedgerows, tree-planting and other conservation and enhancement schemes, including the Chalk Rivers project (Nick Wright / Jo Mills)</p>	<p>We have progressed several local enhancement projects, including the restoration of Hoffer Brook and management of improved areas on Rivers Mel and Shep involving Harston Scouts.</p> <p>We have achieved enhancements through planning, including reinstating the Repton landscape at EDF Milton.</p> <p>Conservation projects have been awarded funding from the Community Chest Grants Scheme at Histon and Impington (trees for community orchard - £1,000) and Little Eversden (tree planting - £242)</p> <p>We have launched initiatives to plant mini-meadows on underused amenity grass across the district, and to install bird and bat boxes alongside wall insulation in council properties, to combat the impact of external insulation on wildlife.</p>	<p>Following the restructure and realignment of the Conservation Service, a new 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 schemes. Projects will be delivered according to a set of specific requirements defined by customers/partners and have clear timeframes.</p>
<p>C9 Establish projects to consider the options for upgrading and improving Council homes (Mark Howell / Stephen Hills)</p>	<p>The Council is due to undertake a community consultation exercise for the potential major redevelopment of the site at Wilford Furlong, Willingham. Initial design options are currently being prepared. The findings will be reported in October</p>	<p>The Affordable Homes Directorate's 2014-2015 Service Plan includes a key project to Identify preferred options to help improve the overall environment of Wilford Furlong, Willingham in consultation with residents, the parish council and</p>

APPENDIX D - CORPORATE PLAN 2013-2018 – YEAR-END PERFORMANCE REVIEW

<b>COUNCIL AIM AND ASSOCIATED ACTIONS (Lead Portfolio Holder / Management Team Lead)</b>	<b>HOW DID WE DO?</b>	<b>WHAT'S STILL LEFT TO DO?</b>
	2014.	local members.
C10 Jointly lead the 'Together for Families' partnership project to improve the lives of families with the most complex needs (Mick Martin / Mike Hill)	<p>Data is now regularly shared by SCDC to identify families that meet the government and local criteria.</p> <p>Crime and Disorder Reduction Partnership (CDRP) locality meetings now include discussion of Together for Families cases as well as Anti-Social Behaviour (ASB) cases to ensure a joined up approach and avoid duplication.</p> <p>The expanded Family Intervention Project is now in place and accepting new cases.</p>	<p>The Corporate Plan 2014-2019 contains a key action committing us to work with partners to develop a "Lead Professional" approach to working with the families with the most complex needs.</p> <p>SCDC will continue to work with partners to identify families that meet the government and local criteria. We will also be training staff as lead professionals to provide resilience to the Together for Families project.</p> <p>The future work on rolling out the new IT system, E-CINS, will help us to deliver a joined-up programme of support to families on the scheme (see A10).</p>

APPENDIX E – Strategic PIs by Portfolio – 2013-14 full-year performance

PI reference	PI description	2013-2014 Performance	Target	Lead Officer	2012-13 performance	Year-on-Year Direction of travel	2014-2015 target
<b>Finance and Staffing Portfolio</b>							
BV010	% of NNDR collected	99%	99%	Katie Brown	99.2%	↓	99%
BV009	% of Council Tax collected	99.25%	99.1%	Katie Brown	99.2%	↑	99.1%
BV066a	% of rent collected	98.84%	98%	Katie Brown	98.9%	→	98%
NI181	Average days to process Benefit Claims	12	12	Dawn Graham	14	↑	12
SF772	General Fund Variance £	(£601,400)	-	Graham Smith	(£445,500)	→	N/A
SF707	General Fund Variance %	(3.75%)	3%	Graham Smith	(3.03%)	→	3%
SF774	HRA Variance £	(£239,600)	-	Graham Smith	(£705,600)	→	N/A
SF748	HRA Variance %	(0.88%)	3%	Graham Smith	(2.75%)	→	3%
SF773	Capital Variance £	(£1,086,200)	-	Graham Smith	(£419,100)	→	N/A
SF749	Capital Variance %	(7.25%)	3	Graham Smith	(3.87%)	→	3%
SF752	% Undisputed invoices paid in 10 days	75.6%	80%	Sally Smart	71.9%%	↑	80%
BV008	% Undisputed invoices paid in 30 days	96.7%	98.5%	Sally Smart	96.8%	→	98.5%

PI reference	PI description	2013-2014 Performance	Target	Lead Officer	2012-13 performance	Year-on-Year Direction of travel	2014-2015 target
BV012	Staff Sickness Days per employee	7.42	8	Susan Gardner Craig	8.27	↑	7
SX005	Staff Turnover (cumulative)	12.47%	7%	Susan Gardner Craig	5.74%	↓	10%
<b>Housing Portfolio</b>							
BV213	Number of households helped to prevent homelessness	147	131	Susan Carter	131	↑	147
NI155	Number of affordable homes delivered	158	237	Schuyler Newstead	101	↑	
NI156	Households in temporary accommodation	50	42	Susan Carter	42	↓	
SH302	% Tenant satisfaction with responsive repairs	95.5%	95%	Anita Goddard	95.23%	→	95%
BV212a	Average days to re-let General Needs housing	16	20	Anita Goddard	25	↑	20
<b>Corporate and Customer Services Portfolio</b>							
SX129	% customer satisfaction with Contact Centre service	100%	90%	Dawn Graham	-	-	90%
SX130	% first time resolutions	82.3%	80%	Dawn Graham	-	-	80%



PI reference	PI description	2013-2014 Performance	Target	Lead Officer	2012-13 performance	Year-on-Year Direction of travel	2014-2015 target
<b>Environmental Services Portfolio</b>							
NI182	% Business satisfaction with regulation service	83%	90%	Myles Bebbington	-	-	90%
SE267	% satisfaction with waste services	89%	88%	Paul Quigley	-	-	89%
SE270	% satisfaction with local environmental quality	84%	-	Paul Quigley	-	-	84%
SE268	% of licensed premises adjudged to be compliant with the Licensing Act	98%	90%	Myles Bebbington	99%	→	90%
SE269	% of major non-compliances resolved	84%	90%	Myles Bebbington	50%	↑	90%
SE201	Missed bins per 100,000	43.4	50	Stuart Harwood-Clark	43.3	→	50
NI192	% of household waste for reuse, recycling and composting	56.7%	60%	Paul Quigley	55.86%	↑	58%
<b>Planning and Economic Development Portfolio</b>							
NI157a	% Major planning applications determined in 13 weeks	59%	60%	Nigel Blazeby	50%	↑	60%

PI reference	PI description	2013-2014 Performance	Target	Lead Officer	2012-13 performance	Year-on-Year Direction of travel	2014-2015 target
NI157b	% Minor planning applications determined in 8 weeks	63%	65%	Nigel Blazeby	68%	↓	65%
NI157c	% 'Other' planning applications determined in 8 weeks	80%	80%	Nigel Blazeby	78%	↑	80%
NI157d	% 'Major major' planning applications determined in 16 weeks	53%	60%	Nigel Blazeby	50%	↑	60%
SP944	% satisfaction with Planning and New Communities	70%	70%	Nigel Blazeby	66%	↑	70%

# Agenda Item 14



**REPORT TO:** Leader and Cabinet  
**LEAD OFFICER:** Head of Finance, Policy and Performance

10 July 2014

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## CORPORATE PLAN FORWARD LOOK AND STRATEGIC RISK REGISTER

### Purpose

1. This report sets the scene for the refresh of the Corporate Plan and Medium Term Financial Strategy (MTFS) marking the beginning of, and recommending improvements to, the annual Corporate Cycle, bringing together:

#### ***Part One - The financial and policy context***

- An assessment of the national picture
- Updated profiles of district's population, health, qualifications and economy
- An updated Strategic Risk Register and Matrix
- Local priorities – the Corporate Plan 2015-2020

#### ***Part Two – Review of Corporate Cycle***

- Timetable for the preparation of, and consultation on, refreshed MTFS and Corporate Plan, linking to the service planning process.

It also recommends approval of the Strategic Risk Register. This is not a key decision.

### Recommendations

2. It is recommended that Cabinet:
  - (a) Note the policy and financial context for the annual refresh of the Corporate Plan and MTFS;
  - (b) Endorse the provisional priority areas identified in paragraph 21;
  - (c) Agree the Corporate Cycle as referred in paragraphs 22-27 and Appendix F attached, and
  - (d) Approve the Strategic Risk Register and Matrix (appendices D-E).

### Reasons for Recommendations

3. These recommendations are required to provide Members with an overview of the evidence base for the annual refresh of its key strategies and enable improvements to service plan preparation as part of the Corporate Cycle.
4. The Strategic Risk Register and Matrix form the record of corporate risks the Council currently faces in the delivery of services and the achievement of strategic aims, together with control measures to address / sources of assurance over the risks.

### Background

5. The Council refreshes its rolling five-year Corporate Plan and MTFS annually. Achievements against the 2013-2018 Corporate Plan are reported in the 2013-14

Year-End Position Report elsewhere on this agenda, with ongoing priorities reflected in the current Corporate Plan 2014-2019, agreed in February 2014.

6. Cabinet, led by the designated portfolio holder for risk management, has responsibility for management of the strategic risks facing the Council, including review of the Strategic Risk Register. Corporate Governance Committee monitors the review and approval of the Strategic Risk Register on an annual basis.

### **Considerations**

## **PART ONE – THE FINANCIAL AND POLICY CONTEXT**

### ***National picture***

7. The Queen has set out the Government's legislative programme for 2014-15. The programme comprises 11 new Bills, six carried over from the previous parliamentary session and three draft Bills proposed for pre-legislative scrutiny. It reflects that the principal legislation to implement Coalition policy was passed during the first four years of the current Parliament, but nevertheless contains proposals with important implications for local authority services, principally:
  - The Deregulation Bill
  - Infrastructure Bill
  - Small Business, Enterprise and Employment BillFurther details of these are provided in **Appendix A** attached.
8. The Local Government Association and the Chartered Institute of Public Finance and Accountancy are looking to influence political party manifestos in the run-up to the 2015 General Election, through their Commission on Local Government Finance, which seeks to provide practical and pragmatic solutions which could be adopted by the next Government. The Commission will issue its findings in January 2015, having addressed its perception of the major policy problems confronting local government:
  - Housing supply;
  - Economic growth
  - Integrated health and care
  - Welfare reform
  - Supporting families through early intervention.
9. Whilst the likelihood is that the deficit reduction policy will continue to result in reductions in funding, irrespective of which party/ies form the next Government, local government leaders are sensing opportunities to make the case for substantial further devolution from the centre to communities on key issues such as local taxation, adult social care and transport. This Council's contribution to the City Deal proposal to release capital funding for local housing, jobs and infrastructure put it at the forefront of this agenda.

### ***Profile of the district***

10. 'Proxy indicators' of the health of the district in terms of its economy, environment and society have been obtained from a variety of sources. Grant Thornton (formerly Local Futures) has produced an updated District Profile, which brings together over 200 indicators from many different sources to paint a picture of the district. The full report will be circulated to Cabinet members under separate cover, with a summary of key headlines set out at **Appendix B** attached.

11. The Finance, Policy and Performance team also produces and updates a Key Statistics paper, setting out key demographic information about the district. The latest version is attached at **Appendix C**. It is intended to publish this profile internally and on the Council's website.
12. The summary confirms the picture of a healthy and affluent district characterised by:
  - a growing and increasingly diverse population: The 2011 Office for National Statistics (ONS) mid-year estimates showed an increase in population from 149,800 to 151,000 between June 2011 – June 2012. 5.0% of residents identified themselves as White Other (7,396), and 3.7% as Asian (5,540) (2011 Census)
  - high proportions of skilled employment and educational attainment (55.1% qualified to NVQ Level 4 and above, compared to 35.2% nationally), and a healthy business survival rate, yet a corresponding shortage of lower and unskilled jobs and unaffordable house prices for those on lower incomes;
  - low and continuing falling crime rates (31 total crimes per 1,000 population compared to 49 in Cambridgeshire); South Cambridgeshire is one of the safest places to live in England;
  - predominantly good health and high life expectancy.
13. The principal challenges these figures present are around maintaining a healthy economy and attractive environment whilst identifying what are often small and highly-localised pockets of deprivation and providing services which meet the needs of an ageing population. For example, the 2011 Census identified 27.9% of pensioners living alone, giving rise to feelings of loneliness and social exclusion and contributing to wider mental and physical health problems: addressing this issue has been provisionally identified as a key priority by the Portfolio Holder task group identifying positive future outcomes for older people. The Census also identifies links between the age and the health of specific Wards, demonstrating that those Wards with older age profiles contain higher proportions of residents in poor or very poor health.

***Medium Term Financial Strategy (MTFS) / Business Improvement and Efficiency Programme (BIEP)***

14. The MTFS approved at Council in February 2014 modelled a 32% cut in Revenue Support Grant for 2015-16, resulting from the 2013 local government finance settlement. Additional income/savings of £300k were required in the current financial year, with further ongoing annual income/savings of £790k needed from 2015-16, in order to maintain a balanced strategy. An revised MTFS will be reported to Cabinet in September 2014, with the underlying assumptions refreshed and updated to reflect, among other things:
  - the 2013-14 financial outturn (set out in the year-end Position Report elsewhere on this agenda);
  - the outcome of the first year of retained business rates, informing future projections, but with remaining levels of uncertainty caused by the number of outstanding valuation appeals;
  - Projected income and savings resulting from BIEP and other projects (see para 16 below).
15. Several projects are already underway to identify and implement initiatives to achieve additional income / savings. A summary of these is given below with indicative targets; projects will be scheduled over realistic timeframes and figures included in the relevant years of the MTFS as part of the next update in September 2014:

- Waste & Recycling: £200k in 2014-15; £400k from 2015-16 (current initiatives); £200k from new initiatives.
  - Goods and Services: Savings from procurement exercises - £50k
  - Systems Contract Terminus Reviews: Efficiencies / savings on software licencing costs - £50k
  - Development Control Improvement Programme: savings / income - £100k
  - Space Management: Additional income - £50k
  - Shared Services / Commercialisation Programme - £150k
16. The Local Council Tax Support Scheme was introduced with effect from 1 April 2013 and retained for 2014-15. The scheme is being reviewed for 2015-16 and will be reported to the Finance & Staffing Portfolio Holder. Indications are that the scheme continues to have less of an impact on the Council's General Fund than originally anticipated. It is therefore unlikely that any changes to the scheme will be proposed, so the current categories of protection (pensioners, carers, disabled people and lone parents with children under five) are expected to remain. Any proposals for change would be subject to consultation and require Council approval in January 2015.

### ***Risk Management***

17. The Council has a responsibility to consider risks involved in providing or enabling service delivery, both in fulfilment of its statutory obligations, achievement of current and planning of future, strategic aims. The Strategic Risk Register records the top risks facing the Council from a corporate perspective.
18. A risk register has also been prepared for the housing company pilot project, which shows separately risks the Council faces in relation to the company, and risks the company itself faces. This will be developed as the pilot project progresses and be incorporated in the regular reviews of risk registers.
19. The Strategic Risk Register has been reviewed with the nominated risk owners and other members of EMT. Changes proposed to risk descriptions, control measures / sources of assurance timescales to progress or impact / likelihood scores are highlighted in the draft Strategic Risk Register, attached as **Appendix D**. The draft Strategic Risk Matrix, attached as **Appendix E**, shows risk impact and likelihood score in tabular form. A particular risk to note is:
- **STR15, Welfare Reform:** Several previous control measures / sources are now embedded in processes and reviews and the potential outcomes have not impacted as severely as feared in the first year of the new regime. The Executive Director (Corporate Services) has therefore reduced the Likelihood score from 5 (Almost certain) to 4 (Likely).
20. In reviewing the Strategic Risk Register and Matrix Cabinet could:
- (a) Add to, delete from, or make other changes to risks, in terms of either the title or detail of the risks or control measures / sources of assurance;
  - (b) alter the assessment of risks, in terms of either their impact or likelihood.

### ***Local Priorities – the Corporate Plan***

21. Taking into account the contextual position set out above, the Corporate Plan 2014-2019 sets out the Council's strategic approach to meeting its Vision whilst continually seeking innovative ways of delivering high quality, cost-effective services. As above, several of these initiatives will contribute to meeting future MTFS income generation

and savings requirements and reflect ongoing priorities beyond March 2015. Subject to consultation and engagement (see Part Two below), it is anticipated that the revised Corporate Plan, to be presented in draft form to Cabinet in November 2014, will retain a number of consistent themes. Taken together, building on current year aims, strategic priorities are likely to include, though may not be confined to:

*Engagement: Engage with residents, parishes and businesses to ensure we deliver first class services and value for money*

- South Cambs Limited: implementation of business plan and exploration of mixed tenure options to improve housing affordability;
- Business support initiatives delivering outcomes: Business Register, Key Account Management, Business Hub
- Supporting communities to implement Neighbourhood Planning and protect key local amenities.

*Partnerships: Work with partners to create opportunities for employment, enterprise, education and world-leading innovation*

- Business transformation to deliver the commercial approach; implement BIEP savings and efficiencies proposals, develop strategic partnership with Huntingdonshire DC
- City Deal: governance (combined authority), transport infrastructure, housing and skills.
- RECAP waste partnership: shared waste service (Cambridge City Council), county-wide integration and joint commissioning opportunities.

*Wellbeing: Ensure that South Cambridgeshire continues to offer an outstanding quality of life for our residents*

- Delivering positive health and well-being outcomes for children and young people and older people;
- Continue to align resources to manage the impacts of welfare reform, provide much-needed affordable housing and maximise the supply of temporary accommodation.
- Take forward the growth agenda: Northstowe, Wing and other fringe sites, Local Plan implementation.

## **PART TWO – REVIEW OF CORPORATE CYCLE**

22. The Corporate Plan was extensively redesigned in 2013, with the capability of being refreshed each year without requiring radical overhaul. It is therefore proposed that the corporate cycle remains largely unchanged, with a draft revised plan, taking into account the key issues identified in paragraph 21 above, to be submitted to Scrutiny and Overview Committee and Cabinet in November 2014 following consultation between portfolio holders, scrutiny committee and directors.
23. Officers have explored undertaking a budget simulation exercise to shape the revised plan. Budget simulation exercises allow greater stakeholder participation in the identification of budget and policy priorities whilst enhancing understanding of the cost and complexity of local service delivery; however, they offer only limited options in a district council context, where SCDC already has programmes and projects in place to deliver significant change and achieve additional income and savings.
24. Budget simulators simplistically and misleadingly assume that cuts in funding equate to a cut or withdrawal of service, failing to take into account the ‘more for the same’, ‘more for less’ and invest to save ethos which has served SCDC well in recent years.

Any exercise asking stakeholders to rank services in order of perceived importance to them can, if not planned properly, be an arbitrary exercise which fails to reflect the different nature of local authority functions, for example between universal services such as waste collection, regulatory functions such as planning and licensing, services based on individual need such as supported housing and 'Back Office' services

25. Any response to a model is likely to be from a self-selecting sample of parties who may be pursuing particular agenda, therefore the results are unlikely to be representative. A modelling exercise would also be very resource intensive, in terms of compiling financial and service data, which there is currently no capacity to meet. Whilst there is merit in using the principles of a budget simulator to raise knowledge and awareness of budget issues with Members and officers, an external exercise is not considered to add sufficient value to the process to justify the resources which would be required to deliver it effectively.

### **Service Plans**

26. Annual Service Plans are key documents articulating how Corporate Plan objectives will be delivered by our four directorates, and how outcomes for the organisation and community will be measured. Following the approval of service plan priorities by Portfolio Holders by 31 October 2014, plans should be developed in the context of the draft Corporate Plan, and informed by staff and stakeholder input, prior to being approved by Portfolio Holders in February, alongside the Corporate Plan and MTFS. This enables any final amendments to be incorporated prior to publication by 1 April 2015.
27. Taking into account the requirement for final service plans to be approved at an earlier stage, and by Portfolio Holders, a revised Corporate Cycle is set out at **Appendix F attached.**

### **Implications**

28. Financial and risk implications are described fully in paragraphs 14-20 above. There are no direct legal, staffing, equality and diversity or climate change implications arising from this report and recommendations.

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

29. There has been no direct consultation on this information report.

### **Effect on Strategic Aims**

30. The Council needs an overview of the policy and financial context and an effective corporate cycle for strategic aims to be developed, consulted upon, delivered and reviewed.

### **Background Papers:**

District Place Profile for South Cambridgeshire (Grant Thornton, June 2014)  
Health and Wellbeing within South Cambridgeshire (Local Government Association, 2014)

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## Government Legislative Programme

### ***The Deregulation Bill***

Covers a range of measures to reduce burdens on businesses and public authorities including those relating to health and safety, apprenticeships and employment law, housing, transport, communications, the environment, alcohol and entertainment licensing and economic growth. It will also place a duty on certain non-economic regulatory bodies to have regard to the desirability of economic growth when exercising their regulatory functions.

Among the key measures impacting on local government include:

- speeding up the process for determining rights of way
- reducing the qualifying period for the 'right to buy'
- removing the criminal offence for not complying with local authority household waste collection requirements
- relaxing various local licensing requirements related to the sale of alcohol, entertainment and private vehicle hire
- repeal of requirements to prepare strategies and involve people in local decision making.

### ***Infrastructure Bill***

- Allowing certain types of planning conditions to be discharged upon application if a local planning authority has not notified the developer of their decision within a prescribed time period.
- Permit (and therefore speeding up) public land to be transferred directly from Government quangos to the Homes and Communities Agency.
- Ensure that future purchasers of public owned land will be able to develop and use land without being affected by easements and other rights and restrictions by their former owners.
- Transfer statutory responsibility for the local land charges register and searches to the Land Registry.
- Subject to consultation, developers will be able to run shale gas pipelines without the need to gain householder's permission.
- Exempting small housing sites, which are most commonly developed by small scale house builders, from the zero carbon standard.

### ***Small Business, Enterprise and Employment Bill***

- Providing small firms with fairer access to public procurement contracts including potential requirements to register contract opportunities on a national web portal and to banish pre-qualification questionnaires for low value contracts.
- A new deregulation target and an annual report to Parliament, that will ensure that the red tape that affects small businesses is frequently reviewed to ensure regulations are either cut or remain effective.
- Higher penalties on employers who fail to pay the National Minimum Wage.
- Banning exclusive zero hours contracts, which would see companies barred from not allowing employees to take on work elsewhere.
- Measures to make it easier for small businesses to expand overseas.
- A new Statutory Code and independent Adjudicator to ensure that publicans who are tied to a pub owning company are treated fairly.
- Measures to make some childcare regulations more flexible.
- Stopping public sector employees keeping redundancy payments when they come back to the same part of the public sector within a short period of time.

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## Grant Thornton (Formerly Local Futures): District Place Profile, June 2014 - Summary

<i>Indicator</i>	<i>Rank</i>	<i>Quintile</i>	<i>SCDC Position</i>	<i>Key indicators</i>
<b>Economy</b>				
Economic Performance	21 / 379	Top 20%	The district retains a strong economy, although economic growth between 2011-2012, based on the total number of employees in South Cambridgeshire, was weak	Share of national GVA (Gross Valued Added) is very high; £63,811 per job, compared to £49,671 nationally Between 2010 and 2011 the number of employees reduced by 5.89%.
Industrial Structure	17 / 380	Top 20%	The district retains a strong knowledge economy, both in terms of production and services.	Knowledge intensive sector accounted for 33.44% of total employment in 2012, compared to 21.4% nationally ; smaller public sector compared to county and nationally (21.42% compared to 27.49% and 27.93% respectively)
Business & Enterprise	105 / 380	Top 40%	Strong and resilient local enterprise culture vital for the long-term competitiveness and overall success of the local economy.	New business formation rate is low and survival rate high; of all the VAT-registered businesses in 2009, 77.34% were still trading in 2011.
Skills & Qualifications	46 / 379	Top 20%	A highly-qualified population, but are there sufficient opportunities for those with lower skill levels?	In 2013 55.1% of working age resident population held a degree or equivalent; 11.29% were qualified below NVQ Level 2, including 3.4% (3,100 people) with no qualifications, a reduction from 4.1% (3,800) in 2012.
Labour Market	105 / 378	Top 40%	The district's labour market continues to perform strongly.	76.7% of resident working age population in employment; 0.8% of people are claiming job seekers allowance in 2014. The proportion of the working-age population in long-term unemployment (those claiming job seekers allowance for at least 12 months) has reduced from 22.61% to 21.77%.
<b>Society</b>				
Age	188 / 348	Middle 20%	A very high younger population, which declines substantially between 15-24, due to leaving the area for university education. The proportion aged 65 and above is comparatively low for a rural district council (16.61%), although slightly above the national figure (16.53%).	18.46% aged 0-14, 10.68% aged 15-24. Birth rate average by national standards: 11.95 per 1000 in 2010.

<b>Indicator</b>	<b>Rank</b>	<b>Quintile</b>	<b>SCDC Position</b>	<b>Key indicators</b>
Ethnicity	140 / 348	Middle 20%	The district is relatively diverse for a rural area.	93.3% of population classified as White; above the national average (85.97%) but lower than the national median. 5% of the population are classified as non-White British, the highest minority group.
Household Structure	55 / 348	Highest 20%	The position suggests proportionally higher demand for housing and services from married couples, with and without children, and growing demand from lone parent households.	Average household size of 2.45 people is in the highest 20% of districts; Lone parent households and households with married couples but no dependent children have both increased substantially between 2001-2011, perhaps reflecting higher divorce rates and an ageing population.
Migration & Change	37 / 348	Highest 20%	The district has experienced not only high population growth but high population 'churn' i.e. levels of in- and out-migration.	Population change of 22.6% between 1991 and 2007. Net migration of 0.2% in 2012, compared to 0.26% for the East of England.
Occupations	31 / 378	Top 20%	The district has a high proportion of knowledge workers and can be said to be making good progress towards developing a diverse, prosperous, knowledge-based economy.	59.15% of population classified as professional, managerial or technical, compared to 45.85% nationally; 10.28% in elementary occupations 43.39% in managerial occupations, compared to 30.34% nationally.
Prosperity	44 / 379	Top 20%	The district is extremely prosperous, as anticipated given the knowledge economy. This confirms issues of housing affordability and job opportunities for those with below-average incomes, reduced car access and lower skill levels.	Average income 24% higher than national figure; Average house prices 27% higher than national figure. 48.64% households with two or more cars, compared to 38.02% in Cambridgeshire.
Deprivation	321 / 326	Lowest 20%	South Cambs is one of the least deprived districts in the country in terms of employment, education, income, housing, crime and health. This raises challenges for meeting the needs of individuals and families experiencing deprivation.	
Health	2 / 346	Top 20%	The district has high standards of health and high life expectancy	20.1% of the population in South Cambridgeshire are categorised as obese, compared to 24.2% nationally. 19.94% of the population smoke in South Cambridgeshire, in line with the national figure of 19.96%.

<b>Indicator</b>	<b>Rank</b>	<b>Quintile</b>	<b>SCDC Position</b>	<b>Key indicators</b>
Crime	331 / 348	Lowest 20%	The district is confirmed as one of the safest in which to live.	There were 30.03 offences per 1,000 residents in 2013, compared to 53.88 for Cambridgeshire and 61.73 nationally.
<b>Environment</b>				
Housing	210 / 346	Bottom 40%	The relatively unaffordable housing in the district may be reflected in the fall in the proportion of owner-occupied houses from 75% in 2001 to 70% in 2011, whilst the proportion of rented households has increased from 24% to 26%.	2.33% of the total housing stock was declared non-decent, compared to 3.61% in Cambridgeshire and 4.18% nationally.
Commercial Floorspace	1 / 348	Top 20%	The district has experienced significant growth in industrial, office and retail floorspace between 2002 and 2012.	Industrial/retail has increased, but remain proportionally low, at 58.14% and 11.26% respectively, of total floorspace in use in 2012, compared to 60.51% and 22.13% nationally. The proportion of floorspace is office use is correspondingly very high (30.6%), compared to the national figure of 17.36%.
Transport & Connectivity	274 / 408	Bottom 40%	The district's score is based on a composite of measures, including distance from London, the concentration of transport hubs and proximity to neighbouring hubs e.g. Cambridge Railway Station, Stansted Airport.	49.84% of people travelled to work by car in 2011, compared to 40.42% nationally. The proportion travelling to work within the district by foot or bicycle was 10.63% in 2011, compared to the national figure of 9.78% The average travel to work time for South Cambridgeshire residents was 20 minutes, compared to 18.83 minutes in Cambridgeshire and 20.32 minutes nationally.
Amenities	311 / 348	Bottom 20%	The district's low score reflects that it is a large (90,169 hectares), rural agricultural area and that this indicator is skewed heavily towards urban areas with cafes, cinemas, theatres and libraries concentrated over far smaller geographical areas.	The district has 4.43 heritage sites per 1000 sq metres, compared to 17.37 in the East of England and 65.37 nationally. The district has 2.88 listed buildings per 1000 sq. metres compared to 2.99 in the East of England and 2.64 nationally.
Environment	82 / 324	Top 40%	The district scored in the top 40% of districts on an indicator which is heavily skewed towards rural areas.	The air quality score, measured as part of the Index of Multiple Deprivation, was 0.83, lower than the county (0.88) and national (0.97) figures.

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# South Cambridgeshire Area Profile: Key Statistics

June 2014



South  
Cambridgeshire  
District Council

## Total Population

	South Cambs
All people	151,068
Males	75,054
Females	76,014
Total Households	59,960
Persons per sq km	168

Sources: ONS Mid-Year 2012.

## Age Profile

Age (years)	District %	%	Eng & Wales (%)
Under 5	9,429	6.2	6.3
Age 5 – 14	18,433	12.2	11.4
Age 15 – 24	15,925	10.5	12.9
Age 25 – 44	40,077	26.5	27.0
Age 45 – 59	31,587	20.9	19.6
Age 60 – 74	23,511	15.6	14.8
Age 75 and over	12,106	8.0	7.9

Source: ONS Mid-Year 2012.

## Population Forecast

2016	153,300	+1.5%
2021	164,300	+8.8%
2026	176,500	+16.8%
2031	188,400	+24.7%

Source: County Council Estimates November 2011.

## Ethnicity

Category	SCDC 2011	(%)	Cambs 2011 (%)	E&W 2011 (%)
White British	129,812	87.3	84.2	80.5
White Irish	1,094	0.7	0.8	0.9
White Gypsy/Irish Traveller	485	0.3	0.2	0.1
Other White	7,396	5.0	7.1	4.4
British Indian	2,210	1.5	1.2	2.5
British Pakistani	465	0.3	0.4	2.0
British Bangladeshi	217	0.1	0.4	0.8
British Chinese	1,189	0.8	1.1	0.7
Other Asian	1,459	1.0	1.1	1.5
British Black African	760	0.5	0.6	1.8
British Caribbean	341	0.2	0.3	1.1
British Black Other	167	0.1	0.2	0.5
Arab	253	0.2	0.2	0.4
Other Ethnic Group	383	0.3	0.3	0.6
White & Black Caribbean	552	0.4	0.4	0.8
White & Black African	270	0.2	0.2	0.3
White and Asian	991	0.7	0.6	0.6
Other Mixed	711	0.5	0.5	0.5

Source: ONS, 2011 Census.

## Crime and ASB rates per 1,000 people 2012- 2013

	District	County
All Crime	31.1	49
Anti-Social Behaviour (ASB)	18.2	29.1
Burglary - Dwelling	6.2	7.1
Violent Crime	5.2	8.7
Domestic Abuse	8.7	15.1
Vehicle Crime	3.8	4.5

Source: County Council Research Group.

## Health

	South Cambs	England
Life expectancy at birth (years)		
Males	82.8	79.2
Females	85.9	83.0
Life expectancy at 65		
Males	20.2	17.9
Females	22	20.5

Source : ONS, Life Expectancy at Birth and at Age 65, 2010-12

## Average House Price, June 2014

District	County	UK
£307,265	£238,390	£242,097

Source: Place Profile (Grant Thornton, June 2014)

## Household Composition

	South Cambs	South Cambs (%)	E&W (%)
All households	59,960	100	100
One person households	14,772	24.6	30.2
Aged 65 and over	6,899	11.5	12.4
Other	7,873	13.1	17.8
Couples: Married/Civil Partnership	25,881	43.2	33.1
With dependent children	12,734	21.2	15.2
With non-dependent children	3,439	5.7	5.6
No children	9,708	16.2	12.3
Co-habiting couples	6,075	10.1	9.9
With dependent children	2,303	3.8	4.1
With non-dependent children	284	0.5	0.5
No children	3,488	5.8	5.3
Lone Parents	4,092	6.8	10.7
with dependent children	2,545	4.2	7.2
with non-dependent children	1,547	2.6	3.5
All 65 and over	5,971	10.0	8.5
Other	3,135	5.3	7.6

Source: ONS, 2011 Census.

# South Cambridgeshire Area Profile: Key Statistics

June 2014



South  
Cambridgeshire  
District Council

## Housing Tenure

	Number	SCDC (%)	E&W (%)
Owned outright	20,759	34.6	30.8
Owned: mortgage/loan	21,370	35.6	32.7
Shared ownership	1,258	2.1	0.8
Social rented (SCDC)	5,464	9.1	9.4
Social rented (other)	3,082	5.1	8.2
Private rented	7,174	12.0	16.7
Rent free	853	1.4	1.4

Source: ONS, 2011 Census.

## Indices of Deprivation

Index of Multiple Deprivation Rank of Average Score	321
Income Scale Rank	254
Employment Scale Rank	260

Source: DCLG, Indices of Deprivation 2010  
Note: Rank is for SCDC in comparison with all English district level local authority areas (326 in total), where 1=most deprived, 326=least deprived.

## Qualifications

	District	SCDC (%)	East (%)	GB (%)
NVQ4 and above	51,300	55.1	33.2	35.2
NVQ3 and above	63,200	67.9	53.6	55.8
NVQ2 and above	78,000	83.7	72.7	72.5
NVQ1 and above	86,700	93.1	85.8	84.4
Others	3,300	3.5	5.8	6.3
None	3,100	3.4	8.4	9.3

Source: NOMIS, January - December 2013. Note: % is a proportion of the total resident population aged 16-64.

## Population Aged 16-64 (2012)

	District	SCDC (%)	East (%)	GB (%)
Total working age	94,900	62.8	62.8	64.2
Male - working age	47,600	63.4	63.5	65.0
Female - working age	47,300	62.2	62.1	63.4

Source: ONS, Mid-year Population Estimates, 2012.

## Employment – Economically Active

	District	SCDC (%)	East (%)	GB (%)
All people - working age	78,300	80.3	80.4	77.4
Male - working age	42,300	85.2	80.8	76.5
Female - working age	36,000	75.4	74.4	71.5
Self-Employed (all)	11,300	10.6	10.6	9.7

Source: ONS, January-December 2013.

## Earnings by Residence

Gross Weekly Pay	District £	East £	GB £
Full-time	634.8	542.7	518.1
Male full-time	704.7	580.4	548.8
Female full-time	544.0	469.2	459.8

Source: ONS, Annual Survey of Hours & Earnings – Resident Analysis 2013. Note: Median earnings in £ for employees living in the area.

## Employment by Occupation

	District	SCDC (%)	East (%)	GB (%)
<b>Soc 2010 major group 1-3</b>	<b>43,900</b>	<b>58.6</b>	<b>46.0</b>	<b>44.2</b>
1 - Managers & Senior Officials	8,600	11.4	11.0	10.2
2 - Professional occupations	23,400	31.2	19.9	19.8
3 - Associate professional & technical	12,000	16.0	14.8	14.0
<b>Soc 2010 major group 4-5</b>	<b>13,300</b>	<b>17.7</b>	<b>22.5</b>	<b>21.5</b>
4 - Administrative & secretarial	7,000	9.3	11.3	10.8
5 - Skilled trades	6,300	8.4	11.0	10.6
<b>Soc 2000 major group 6-7</b>	<b>7,000</b>	<b>9.3</b>	<b>15.6</b>	<b>17.1</b>
6 - Personal service occupations	3,300	4.5	8.7	9.1
7 - Sales and customer service	3,700	4.9	6.8	7.9
<b>Soc 2000 major group 8-9</b>	<b>10,700</b>	<b>14.3</b>	<b>15.9</b>	<b>17.1</b>
8 - Process plant & machine operatives	3,000	4.0	6.4	6.3
9 - Elementary occupations	7,700	10.3	9.4	10.7

Source: ONS, Annual Population Survey, Jan-Dec 2013. Note: SOC= Standard Occupational Classification, % is proportion of all people in employment. Totals may not add due to rounding.

## Jobseeker's Allowance Claimants - April 2014

	District	SCDC (%)	East (%)	GB (%)
All	745	0.8	2.1	2.7
Male	467	1.0	2.7	3.5
Female	278	0.6	1.6	1.9

Source: NOMIS, Claimant Count with Rates & Proportions, July 2013. Note: % is a proportion of resident working age population. Jobseeker's Allowance is payable to people under state pensionable age who are available for, and actively seeking, full-time work.

## Jobseeker's Allowance Claimants by age group - April 2014

Aged	District	SCDC (%)	East (%)	GB (%)
18-24	180	1.8	3.9	4.6
25-49	395	0.8	2.2	2.9
50-64	170	0.6	1.5	1.8

Source: ONS claimant count - age duration with proportions. Note: % is a number of persons claiming JSA as a proportion of resident population of the same age.



**Appendix D  
Strategic Risk Register  
June 2014 – DRAFT**

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



Risk Reference, Title and Description, plus associated Aims, Objectives	Risk Owner	Risk Score		Risk Owner's Comments
		Target	Current	
<p><b>STR08 - Medium Term Financial Strategy (MTFS)</b> Risks concerning the financial projections include:</p> <ul style="list-style-type: none"> <li>not achieving delivery of savings to meet targets, including from Business Improvement and Efficiency Programme projects (and see STR26 below);</li> <li>inflation exceeds assumptions;</li> <li>interest rates do not meet forecasts;</li> <li>employer's pension contributions increases exceed projections;</li> <li>changes in demand for some service areas could lead to pressures in the related budgets;</li> <li>unforeseen restructuring costs;</li> <li>retained business rates scheme – volatility of outstanding valuation appeals;</li> <li>major developments do not meet housing trajectory forecast; uncertainty re formula grant from 2015/16 on;</li> <li>cost of supporting development and meeting demand from growth;</li> <li>impact of welfare reform (and see STR15 below);</li> <li>availability of budget for Cabinet priorities;</li> <li>council tax strategy;</li> <li>national Government responds to the downturn in the economy by cutting local government expenditure faster than anticipated;</li> <li>material error in MTFS forecasts,</li> </ul> <p>leading to the Council needing to take action to cut its budgets, resulting in cuts in services, public dissatisfaction, audit and inspection criticism.</p> <p><b>Aims, Objectives:</b> 1, 2, 6, 10</p>	Alex Colyer	10	20	<p>SCORES - IMPACT: 5; LIKELIHOOD: 4.</p> <p><b>CONTROL MEASURES / SOURCES OF ASSURANCE:</b> Revised MTFS incorporates updated assumptions; approved by Council in February 2014. Implement plans to deliver Council's programme in line with latest General Fund savings targets. Comparisons between MTFS, financial position statements and General Fund, HRA and Capital Programme estimates. Monitor inflation factors, effect of current economic climate on demand led services and budgets. Monthly financial report to Executive Management Team (EMT); EMT reviews progress in achieving budget targets. Treasury management reports to Finance &amp; Staffing PFH. Monthly monitoring of business rates income, collection rates and appeals. Monthly monitoring of council taxbase to identify financial implications of growth. Additional income/savings targets built in to Business Improvement &amp; Efficiency Programme and other projects.</p> <p><b>TIMESCALE TO PROGRESS:</b> Continue to explore opportunities for further savings beyond those in the MTFS. Continue to explore shared service opportunities. Commercialisation Programme being prepared. Autumn Statement and Local Government Finance Settlement announced December 2014 (?): provisional 2015/16; indicative 2016/17. Updated MTFS to Cabinet in July, September, November 2014 and February 2015.</p> <p><b>Relevant PI(s):</b> SF 772 - The amount (£) of Overspend - General Fund SF 773 - The amount (£) of Overspend - Capital Programme SF 774 - The amount (£) of Overspend - Housing Revenue Account SF 707 - General Fund Budget Variation SF 749 - Capital Budget SF 748 - HRA Budget Variation</p>

Risk Reference, Title and Description, plus associated Aims, Objectives	Risk Owner	Risk Score		Risk Owner's Comments
		Target	Current	
<p><b>STR15 - Welfare Reform</b>            Radical changes to benefits, including localised council tax support scheme and introduction of a universal credit system, leading to possible:</p> <ul style="list-style-type: none"> <li>increased IT cost due to required system changes;</li> <li>implementation costs not fully reimbursed by Government grant;</li> <li>increased workload for Benefits and Homelessness teams,</li> </ul> <p>resulting in potential for:</p> <ul style="list-style-type: none"> <li>adverse effect on service provision due to the number of changes;</li> <li>increased dissatisfaction with the service due to reduced amounts of benefit payable;</li> <li>impact on Medium Term Financial Strategy;</li> <li>devastating effect on people with mental health problems; and</li> <li>dislocation of private sector housing market.</li> </ul> <p><b>Aims, Objectives: 10</b></p> <p><b>Relevant PI(s):</b> BV 078a - HB/CTB claims days            BV 078b - HB/CTB changes days            BV 181 - Benefit claims process days            BV 079b i - Recoverable overpayments %            BV 079b ii - HB Overpayments recovered %            BV 079b iii - Overpayments written off %</p>	Alex Colyer	10	16	<p>SCORES - IMPACT: 4; LIKELIHOOD: 4.</p> <p>CONTROL MEASURES / SOURCES OF ASSURANCE:            Cabinet approved revised Discretionary Housing Payments policy in September 2013 and application for funding of additional help for SCDC residents via HRA top up for DHP, agreed by DCLG.            DWP have confirmed increased DHP budget for 2014/15 and 2015/16.            Software suppliers have provided details of enhanced software for Localised Council Tax Support which provides alternative options for LCTS for 2015/16, including options which may enable different admin arrangements to be made.            Monthly monitoring of Localised Council Tax: each Parish, and Total amounts. Monitoring of those who have received 8.5% reduction in support with regard to payments, summons and under-occupation following first summons issue.            Under occupation exercise updated monthly; all tenants affected written to, to ensure information held is correct. Monthly meetings with Housing re under occupancy etc.            Benefits Manager and Housing Options and Homeless Manager part of Countywide (District Council and County) Welfare Reform Strategy Group            Signpost residents who are in difficulty, advice / counselling / financial help / medical assistance etc. Housing Advice &amp; Homelessness, and Revenues &amp; Benefits working with Citizens Advice to provide additional budgeting advice for those adversely affected by changes to welfare benefits, continued by CAB for 2014/15.            Monthly monitoring of the project by Executive Director, Benefit Manager and Revenues Manager, as part of the regular one to one process.            South Cambs internal Welfare Reform Group formed to consider impact of Universal Credit for residents and SCDC.            DWP have confirmed the transfer date of the Fraud team to DWP SFIS on 1 March 2015, as yet no details of grant reduction for 2015/16 known.</p> <p>TIMESCALE TO PROGRESS:            A review of remainder fraud requirement to be tied into the Enforcement and Inspection Review outcomes to ensure that solution can be found.            Review of 2013/2014 LCTS to be completed and options for 2015/16 for Staffing Finance PFH meeting July 2014 and Cabinet September 2014.            Report in January 2015 for LCTS 2015/16.</p>

Risk Reference, Title and Description, plus associated Aims, Objectives	Risk Owner	Risk Score		Risk Owner's Comments
		Target	Current	
<p><b>STR05 - Lack of land supply</b>  While there is good progress on the Cambridge fringe sites, at Cambourne and on a refreshed planning application for Northstowe despite uncertainty about improvements to the A14, development is below target,  <i>leading to</i> the authority being unable to deliver its housing needs, <i>resulting in</i> the Council having to meet the shortfall in the short term from developments in existing villages and head off speculative major planning applications outside the strategy.</p> <p><b>Aims, Objectives:</b> 11</p> <p><b>Relevant PI(s):</b> BV 106 - % new homes on brown field sites  NI 154 - Net additional homes provided,  NI 159 - Supply of ready to develop housing sites</p>	Jo Mills	10	16	<p>SCORES - IMPACT: 4; LIKELIHOOD: 4.</p> <p>CONTROL MEASURES / SOURCES OF ASSURANCE:  A14 - Task Group set up with Department for Transport.  Government announcement of funding for 'interim measures' on A14, pinch point scheme.  Funding package for the major scheme is progressing and first phase of public consultation by Highways Agency completed, with formal consultation on new scheme due March 2014.  Phase 1 planning application approved March 2013, and decision will be issued February 2014 with start on site due in the summer.  Northstowe included in Government's Major Sites Initiative funding programme, with HCA investment agreed with formal announcement due summer 2014.  Planning Policy produce an Annual Monitoring Report (forecasts housebuilding levels), annually review the Local Development Scheme (can address any shortfall).  Planning applications submitted for Ida Darwin hospital site and Wing (land north of Newmarket Road, Cambridge). Pre-application discussions continuing on NIAB 2.  Construction for Cambourne 950 underway.  Cabinet meeting in June approved draft Local Plan for consultation that ended 14 October 2013. Over 6000 representations analysed. Outcome will be reported to PFH on 11 February 2014 and Full Council on 13 March.  A key planning appeal at Over was unsuccessful, but application at Cottenham approved, partially on grounds of land supply.</p> <p>TIMESCALE TO PROGRESS:  Timetable for new Local Development Scheme agreed by the New Communities Portfolio Holder in March 2011 with new plan at examination in 2014. Detail of timetable has been revised to fit more closely with the City Council's programme, but overall timetable unchanged.</p>
<p><b>STR03 - Illegal Traveller encampments or developments</b>  Failure to find required number of sites, or sites identified do not meet the needs of local Travellers,  <i>leading to</i> illegal encampments or developments in the district, <i>resulting in</i> community tensions; cost and workload of enforcement action, including provision of alternative sites and/or housing; poor public perception and damage to reputation.</p> <p><b>Aims, Objectives:</b> 5</p>	Jo Mills	8	12	<p>SCORES - IMPACT: 4; LIKELIHOOD: 3.</p> <p>CONTROL MEASURES / SOURCES OF ASSURANCE:  Ongoing routine monitoring of all district development.  Government guidance issued, county wide needs assessment endorsed by PFH.  Monthly report on position regarding temporary expiries and applications circulated to managers and key Members for coordination and oversight.  Gypsy &amp; Traveller Plan included in draft Local Plan.  Planning Committee resolved to approve applications for 55 pitches in April 2013.  Over the last six months there have been five planning appeals relating to Traveller sites. Three were allowed, one dismissed and one is outstanding. Work is taking place with relevant parties regarding the planning consents.</p> <p>TIMESCALE TO PROGRESS:  New applications – ongoing.  Local Plan due for completion 2014.</p>

Risk Reference, Title and Description, plus associated Aims, Objectives	Risk Owner	Risk Score		Risk Owner's Comments
		Target	Current	
<p><b>STR25 - Increase in numbers in Bed &amp; Breakfast accommodation</b>            Potential impacts from current economic downturn and instability in the housing market and changes to the benefits system, <i>leading to</i> not enough temporary accommodation available, leading to an increase in B&amp;B use, <i>resulting in</i> applicants not moved into permanent accommodation quickly enough and increased cost to the Council.</p> <p><b>Aims, Objectives:</b> 10, 12</p>	Stephen Hills	9	9	<p>SCORES - IMPACT: 3; LIKELIHOOD: 3.</p> <p>CONTROL MEASURES / SOURCES OF ASSURANCE:            Close working partnership with King Street Housing who provide private sector leasing options; use of Rent Deposit Scheme, Empty Homes Initiative and New Build Programme.</p> <p>TIMESCALE TO PROGRESS:            Project underway to target new TA sources to reduced B&amp;B. Monitor during 2013/14.</p>
<p><b>STR26 – Business Improvement &amp; Efficiency Programme</b>            The Business Improvement &amp; Efficiency Programme (BIEP) has its own associated risk register.            Of the risks included, it is considered that only two need to be included in the Strategic Risk Register:</p> <p>1. Conflicting operational priorities, <i>leading to</i> inadequate programme and project resources, <i>resulting in</i> a delay or failure to deliver the outputs and associated benefits.</p> <p>2. Inadequate stakeholder engagement, <i>leading to</i> a lack of support at all organisational levels, <i>resulting in</i> delay or failure to deliver the outputs and associated benefits.</p> <p><b>Aims, Objectives:</b> 2, 7</p>	Alex Colyer	9	9	<p>SCORES, CONTROL MEASURES / SOURCES OF ASSURANCE:</p> <p>1. IMPACT: 3; LIKELIHOOD: 3</p> <p>The Programme Manager identified programme and project resource requirements before the start of the tranches.            The Senior Responsible Officer is responsible for securing the required resources.            Regular 1:1s with Executive Director.            Regular update meetings with Project Managers &amp; Project Sponsors used to assess required resource levels.</p> <p>2. IMPACT: 3; LIKELIHOOD: 3</p> <p>A Stakeholder Engagement Strategy and detailed stakeholder analysis has been developed.            Stakeholder engagement activities place regularly throughout the programme.            Regular 1:1s with Executive Director.</p> <p>TIMESCALE TO PROGRESS:            Throughout 2012-14.</p>
<p><b>STR20 – Partnership working with Cambridgeshire County Council</b>            The failure of partnership arrangements (e.g. health &amp; wellbeing, economic development, transport) with the County Council, <i>leading to</i> the needs of district residents and businesses not being adequately met or reflected in County Council resource allocation decisions, <i>resulting in</i> adverse effects on the district's residents and businesses.</p> <p><b>Aims, Objectives:</b> 3, 6, 8, 11</p>	Jean Hunter	9	9	<p>SCORES - IMPACT: 3; LIKELIHOOD: 3.</p> <p>CONTROL MEASURES / SOURCES OF ASSURANCE:            Active engagement of officers and Members in partnerships, to ensure the district's residents' and businesses' needs are articulated.</p> <p>TIMESCALE TO PROGRESS:            Progress being monitored via Corporate Plan.            Dependent on the timeframe/milestones for each partnership.</p>

Risk Reference, Title and Description, plus associated Aims, Objectives	Risk Owner	Risk Score		Risk Owner's Comments
		Target	Current	
<p><b>STR19 - Demands on services from an ageing population</b>  The district's demography changes, with significant growth in the over 65 year old population, <i>leading to</i> additional demands on health and social care services, including to the Council's sheltered housing and benefits services, <i>resulting in</i> adverse impact on service standards; increased customer dissatisfaction with services; increased levels of social isolation.</p> <p><b>Aims, Objectives:</b> 1, 4, 5, 9</p>	Mike Hill	9	9	<p>SCORES - IMPACT: 3; LIKELIHOOD: 3.</p> <p>CONTROL MEASURES / SOURCES OF ASSURANCE:  Establishment of 'Ageing Well' workshops to build relations with statutory and voluntary partner agencies, and promote community based preventative measures.  Multi agency working group established September 2011, to meet bi monthly.  Demographic data to inform new South Cambridgeshire Local Plan – timetable agreed in March 2011.  Housing for older people Task &amp; Finish review reported to Scrutiny &amp; Overview Committee, 6 February 2012.  Participation in county wide Ageing Well project – initial meeting held November 2011.  County wide workshop held on 16 March 2012.</p> <p>TIMESCALE TO PROGRESS:  Action in 2012/17 corporate plan to 'Work with older people to improve their independence and quality of life'.  South Cambridgeshire Ageing Well action plan in preparation.  Take account of demographic change in the corporate and financial planning cycle.  Redesign services to address demands.</p>
<p><b>STR24 - HRA Business Plan</b>  The HRA Business Plan has its own associated risk register. Of the risks included, it is considered that only one needs to be included in the Strategic Risk Register:  The Government decides to reopen the debt settlement, <i>leading to</i> increased debt requirement, <i>resulting in</i> reduced housing programme.</p> <p><b>Aims, Objectives:</b> 1, 2, 4, 5, 6, 9, 12</p>	Stephen Hills	8	8	<p>SCORES - IMPACT: 4; LIKELIHOOD: 2 (from 3)</p> <p>CONTROL MEASURES / SOURCES OF ASSURANCE:  Capacity has been built into the Housing Revenue Account (HRA) business plan to absorb some future changes if they are required.</p> <p>TIMESCALE TO PROGRESS:  Monitor Government policy including utilising our partnership arrangements with the Chartered Institute of Housing.  Annual review of business plan, programme and resources.</p>
<p><b>STR22 - Safeguarding the Council's services against climate change</b>  The Council fails to develop measures to safeguard its services against climate change, <i>leading to</i> unacceptable vulnerability to the impact of climate shifts and other weather-related events, <i>resulting in</i> a degradation or breakdown of service delivery and damage to property, increasing costs and impact on the Council's reputation.</p> <p><b>Aims, Objectives:</b> 4</p>	Jo Mills	8	8	<p>SCORES - IMPACT: 4; LIKELIHOOD: 2.</p> <p>CONTROL MEASURES / SOURCES OF ASSURANCE:  The Council adopted the Climate Change Action Plan (CCAP) 2011-2013 on 22 September 2011. Specific actions in place within CCAP and Planning and New Communities Service Plan.  Regular EMT reporting and quarterly performance reports to PFH meetings.  Effective drainage plans required for planning consents. Range of measures being carried out on council housing stock.</p> <p>TIMESCALE TO PROGRESS:  CCAP actions undertaken over the period 2011 to 2013.</p>

Risk Reference, Title and Description, plus associated Aims, Objectives	Risk Owner	Risk Score		Risk Owner's Comments
		Target	Current	
<p><b>STR02 – Equalities</b>            The Council is successfully challenged over not complying with general equalities legislation or legislation specific to public and local authority bodies,  <i>leading to</i> possible Commission for Human Rights and Equalities inspection,  <i>resulting in</i> reduction in reserves available to support balanced MTFS, adverse publicity and effect on reputation.</p> <p><b>Aims, Objectives: 2</b></p> <p><b>Relevant PI(s):</b> SX063 – Equality Framework Level 2</p>	Alex Colyer	8	8	<p>SCORES - IMPACT: 4; LIKELIHOOD: 2.</p> <p><b>CONTROL MEASURES / SOURCES OF ASSURANCE:</b>            The Council has met its legal requirements to publish equality information and equality objectives. This information is incorporated into a new Single Equality Scheme (SES), which was adopted by the portfolio holder on 21 March 2012. An updated SES will be presented to the portfolio holder for adoption during 2014.            The adoption of a corporate approach to EQIAs is based on identification of revised assessments via forward plans and a focus on changed outcomes as a result of assessment, supported by the development of a simplified series of templates and the introduction of a 'screening tool' which is in the process of being rolled out to services.            Quarterly performance reports to EMT and PFH meetings.</p> <p><b>TIMESCALE TO PROGRESS:</b>            A project plan detailing how the Council could attain the 'Excellent' level of the Equality Framework for Local Government (EFLG) was presented to EMT on 27 February 2013. The Equality and Diversity Steering Group has been re-established as a project team and Stephen Hills has been designated as EMT Equalities Champion to act as Project Sponsor for the future accreditation work and chair project/steering group meetings.            The Council has prepared an interim self-assessment against the 'Excellence' level of the EFLG, which was considered by EMT on 27 November 2013. Following review, all baselines on the self-assessment are now scored as 3 (in place, but needs improving) or 4 (in place and effective). EMT welcomed the positive evidence from the self-assessment which demonstrated that equalities issues were well-understood and embedded across service areas and endorsed the suggested development areas of further work. However, a decision of whether to proceed to formal accreditation should await the outcome of discussions with Members around a possible corporate Peer Review by the Local Government Association.</p>

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

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

**Notes**

1. The "Reference" is unique and retained by the risk throughout the period of its inclusion in the risk register.
2. Risks are cross referenced to the relevant 2014/15 Aims and Objectives adopted by Council on 27 February 2014.
3. Criteria and guidelines for assessing "Impact" and "Likelihood" are shown on below.
4. The "Actual" risk score is obtained by multiplying the Impact score by the Likelihood score.
5. The dotted line (- - - - -) shows the Council's risk tolerance line.
6. The "Timescale to progress" is the date by which it is planned that the risk will be mitigated to below the line.

**Impact** *Giving rise to one or more of the following:*

	<i>Service disruption</i>	<i>People</i>	<i>Financial loss *</i>	<i>Environment</i>	<i>Statutory service/ legal obligations</i>	<i>Management</i>	<i>Reputation</i>	<i>Score</i>
Extreme	Serious disruption to services (loss of services for more than 7 days)	Loss of life	Financial loss over £500k	Major regional / national environmental damage	<ul style="list-style-type: none"> <li>• Central government intervention; or</li> <li>• Multiple civil or criminal suits</li> </ul>	Could lead to resignation of Leader or Chief Executive	Extensive adverse coverage in national press and/or television	5
Page 145 High	Major disruption to services (loss of services for up to 7 days)	Extensive multiple injuries	Financial loss between £251k - £500k	Major local environmental damage	<ul style="list-style-type: none"> <li>• Strong regulatory sanctions; or</li> <li>• Litigation</li> </ul>	Could lead to resignation of Member or Executive Director	Adverse coverage in national press and/or television	4
Medium	Noticeable disruption to services (loss of services for up to 48 hours)	Serious injury (medical treatment required)	Financial loss between £51k - £250k	Moderate environmental damage	<ul style="list-style-type: none"> <li>• Regulatory sanctions, interventions, public interest reports; or</li> <li>• Litigation</li> </ul>	Disciplinary / capability procedures invoked	Extensive adverse front page local press coverage	3
Low	Some disruption to internal services; no impact on customers	Minor injury (first aid)	Financial loss of between £6k - £50k	Minor environmental damage	<ul style="list-style-type: none"> <li>• Minor regulatory consequences; or</li> <li>• Litigation</li> </ul>	Formal HR procedure invoked	Some local press coverage; or, adverse internal comment	2
Insignificant	Insignificant disruption to internal services; no impact on customers	No injuries	Financial loss of up to £5k	Insignificant environmental damage	<ul style="list-style-type: none"> <li>• No regulatory consequences; or</li> <li>• Litigation</li> </ul>	Informal HR procedure invoked	No reputational damage	1

\* including claim or fine

**Likelihood**

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

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**Appendix E  
Strategic Risk Matrix  
June 2014 – DRAFT**

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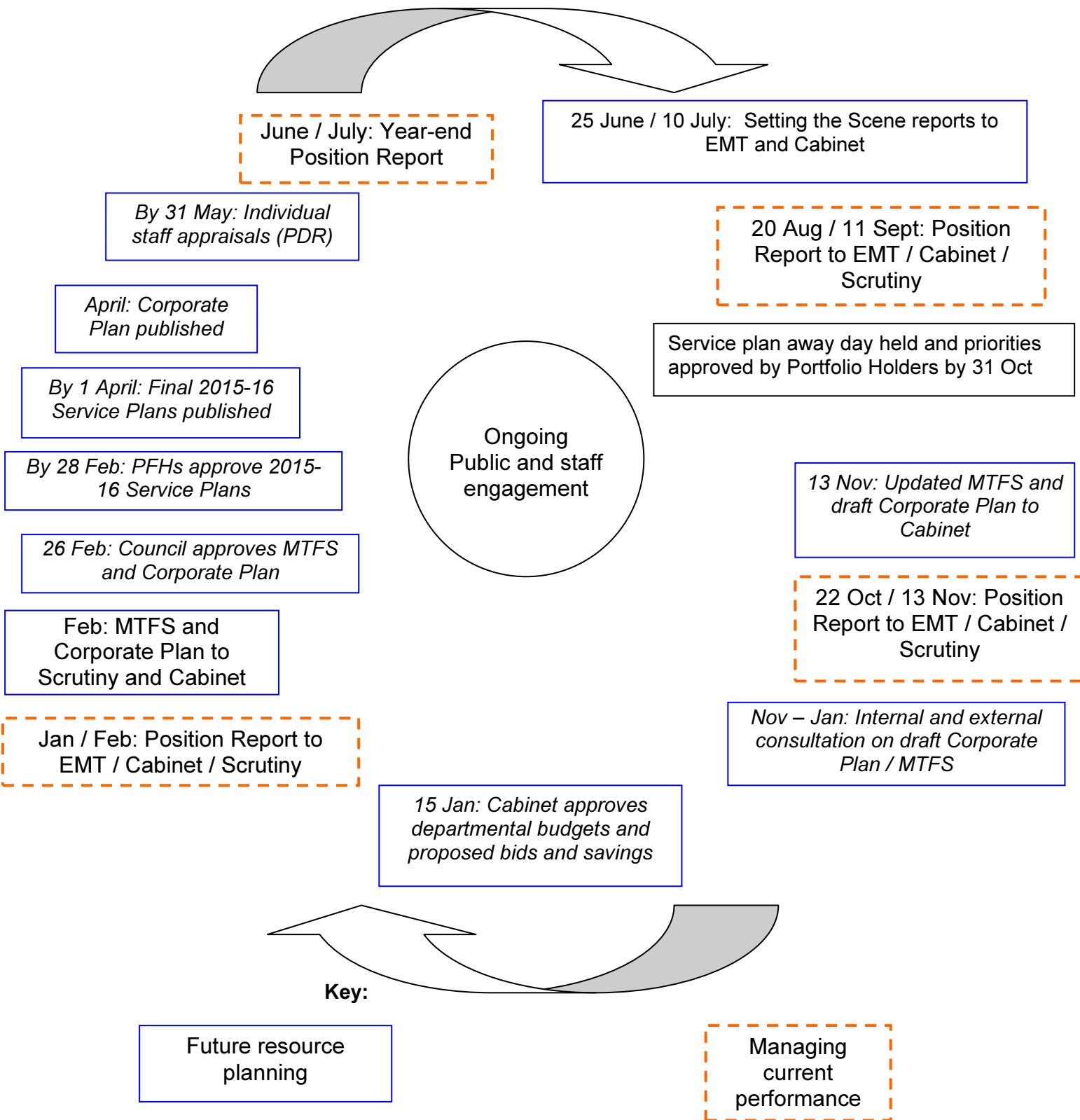
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[changes highlighted]		IMPACT				
		Insignificant	Low	Medium	High	Extreme
		1	2	3	4	5
<b>LIKELIHOOD</b>	Almost certain	5				
	Likely	4			15. Welfare reform 5. Lack of development progress	8. Medium Term Financial Strategy
	Possible	3		25. Increase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

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

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**Appendix F - Corporate Cycle at SCDC, 2014-15**



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