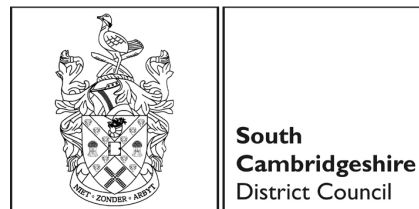


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25 June 2014

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

Quorum: 5

There is a pre-meeting session at 5pm for members of the Committee only, to plan their lines of enquiry.

Dear Councillor

You are invited to attend the next meeting of **SCRUTINY AND OVERVIEW COMMITTEE**, which will be held in the **SWANSLEY ROOM, GROUND FLOOR** on **THURSDAY, 3 JULY 2014** at **6.00 p.m.**

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

Yours faithfully
JEAN HUNTER
Chief Executive

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AGENDA

PAGES

- | | |
|---|--------------|
| 1. Apologies
To receive apologies for absence from committee members. | |
| 2. Declarations of Interest
To receive any declarations of interest for items on this agenda. | |
| 3. Minutes of Previous Meeting
To authorise the Chairman to sign the Minutes of the meeting held on 3 April 2014 as a correct record. | 1 - 6 |

- 4. Public Questions**
To note that no public questions have been received.
- 5. 2013-2014 Year End Position Statement on Finance and Performance** **7 - 50**
The 2013-14 Year End position statement on finance performance is attached. This item will be considered by Cabinet at its meeting on 10 July 2014.
- 6. City Deal update**
The Executive Director (Corporate Services) will be in attendance to provide a verbal update on the Greater Cambridge City Deal.
- 7. Orchard Park - review of achievements and lessons learned** **51 - 78**
To consider undertaking a review of the achievements and lessons learned from the Orchard Park Scrutiny Task and Finish Group, which commenced its review in 2007.
- A copy of a report entitled 'progress since the Task and Finish Group Review' which was submitted to the Scrutiny and Overview Committee on 5 November 2009 is attached for information.
- 8. Work Programme 2014/15** **79 - 96**
To enable the Committee to consider its Work Programme for future meetings.
- 9. Appointment of Scrutiny Monitors and Monitoring the Executive** **97 - 98**
- (a) The Committee is required to appoint monitors to each Cabinet Portfolio, which are attached for information.
- (b) Scrutiny monitors are invited to report to the Committee regarding Portfolio Holder meetings attended since the last meeting and specifically raise any issues challenged and the result and/or issues where the Committee could add further value.
- 10. To Note the Dates of Future Meetings**
Future meetings are scheduled to be held on the following dates:
- Thursday 4 September 2014, 6pm
 - Thursday 6 November 2014, 6pm
 - Thursday 8 January 2015, 6pm
 - Tuesday 10 February 2015, 6pm
 - Thursday 26 March 2015, 6pm
 - Thursday 30 April 2015, 6pm

Exclusion of Press and Public

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

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

OUR LONG-TERM VISION

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

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

OUR VALUES

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

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

GUIDANCE NOTES FOR VISITORS TO SOUTH CAMBRIDGESHIRE HALL

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Agenda Item 3

SOUTH CAMBRIDGESHIRE DISTRICT COUNCIL

Minutes of a meeting of the Scrutiny and Overview Committee held on
Thursday, 3 April 2014 at 6.00 p.m.

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

Councillors: David Bard Alison Elcox
Jose Hales Lynda Harford
Bridget Smith Bunty Waters
Kevin Cuffley

Councillors Ray Manning and Nick Wright were in attendance, by invitation.

Officers: Alex Colyer Executive Director, Corporate Services
James Fisher S106 Officer
Graham Hughes Cambridge City Council
Jean Hunter Chief Executive
Jo Mills Planning and New Communities Director
Stephen Reid Senior Planning Lawyer
Victoria Wallace Democratic Services Officer

Apologies for absence were received from Councillor Douglas de Lacey.

54. DECLARATIONS OF INTEREST

No declarations of interest were made.

55. MINUTES OF PREVIOUS MEETING

The minutes of the meeting held on 11 February 2014 were **AGREED** as a correct record.

56. PUBLIC QUESTIONS

No public questions had been received.

57. GREATER CAMBRIDGE CITY DEAL - GOVERNMENT OFFER

The Leader of the Council, Councillor Ray Manning presented the Greater Cambridge City Deal report. The Executive Director (Corporate Services) Alex Colyer and Graham Hughes from Cambridge City Council, were also in attendance for this item. The Leader of the Council updated Members following a round table discussion regarding the City Deal with the Deputy Prime Minister, which had taken place earlier in the day.

Governance was discussed:

- Members were informed that South Cambridgeshire District Council and Cambridge City Council would form a 'combined authority' to enable unified decision making regarding the City Deal.
- The Executive Director informed Members that a change in legislation by Government was required to create this 'combined authority', for the County Council's powers to be devolved for the geographical areas covered by South Cambridgeshire District Council and the City Council. This would take

approximately one year.

- Until the combined authority was established, a joint committee would be formed to take forward the work on the City Deal and agree on projects in which the funding would be invested.
- Concern was raised over the political balance of the Executive Board, formed of three members of each authority alongside representatives from the LEP and University. Being a partnership, it was assumed that decisions would be reached by consensus. A Memorandum of Understanding would support the Executive Board's work.
- The 12 person 'Assembly' formed of three members of each authority, would have a scrutiny type function, holding the Executive Board to account as well as offering advice, and would represent the political balance of each authority.
- The aim was for the 'Assembly' to be formed by April 2015 and the combined authority to be operational by April 2016.

Further discussion ensued:

- Concern was raised over housing completion targets potentially being triggers for further funding, as housing supply was outside the Council's control. Members were assured that these targets would not hinder delivery of the funding and that all elements of the first funding 'trigger' were considered to be measurable and achievable.
- Members were informed that there may be the potential for the City Deal period to be extended by five years.
- It was highlighted to Members that the City Deal funding was new money and that other grants for infrastructure would still be available.
- Members were informed that the Government believed that their £500 million City Deal investment would bring a further £500 million of investment to the area from other sources.
- Members were informed that there were no targets in terms of carbon footprint and that key radial routes (A10 north and south, A428 and A1307 amongst other key routes) would receive significant improvements in terms of public transport, enabling easier access to Cambridge. The focus was likely to first be on public transport, with the aim to ensure access to Cambridge from the surrounding areas was effective and joined up. It was believed that this would attract both employers and workers to Cambridge.
- Concern was raised that a certain element of the workforce was being driven out of Cambridge due to high property prices. Members were informed that between the County Council and Cambridge University, who were both major land owners, it may be possible to find some exception sites for affordable housing.
- The transparency of the decision making process was queried. Members were informed that Full Council agreement would be needed from all councils before anything could be decided. Members were informed that there was still much work to be done in forming the governance structures and that the Leaders representing each of the three councils would need to be mandated. The expectation was that meetings would be held in public.
- The Scrutiny and Overview Committee Chairman proposed a joint scrutiny working party was formed, consisting of members of the Scrutiny and Overview Committee, Partnerships Review Committee and Corporate Governance Committee, to monitor the Greater Cambridge City Deal and report back to Members. The Scrutiny and Overview Committee **AGREED** that this should be investigated further and brought back to the next meeting for further discussion.

The Scrutiny and Overview Committee **NOTED** the report and **SUPPORTED** the principles of the Greater Cambridge City Deal.

58. COMMUNITY INFRASTRUCTURE LEVY (CIL) INFRASTRUCTURE LIST

Councillor Nick Wright, Portfolio Holder for Planning and Economic Development, presented the report regarding the draft Community Infrastructure Levy (CIL) Infrastructure List.

The Section 106 Officer clarified that under the regulations, infrastructure items that appeared on the Draft Regulation 123 list could not, in addition, be funded through section 106 contributions. Exempting items from the Regulation 123 list would mean that funding contributions could be secured via s106 agreements.

Members were informed that the Draft Regulation 123 list outlined in the report would be subject to a six week public consultation and parish councils would be encouraged to propose any items of particular and significant importance to them, such that consideration could then be given as to whether it was suitable to add particular items to the Regulation 123 list.

Concern was raised over the public consultation potentially bypassing some parish councils, particularly smaller ones. Members proposed that all parish councils were written to regarding the importance of their participation in the public consultation on the Draft 123 Infrastructure list.

Members were informed that the Council did not want to restrict its ability to secure funding from other sources. Primary education was not included in the Draft Regulation 123 list and as such, contributions could (subject to the 'Rule of 5') be secured from s106 payments, irrespective of the size of the development for which the primary education contributions would be.

Following consultation on and finalisation of the Regulation 123 list, this list could be amended at any time. However any amendments would be subject to public consultation. It was proposed that once the Regulation 123 list was finalised, it would be reviewed after two years, but it could be reviewed sooner if circumstances warranted particular amendments.

Members were apprehensive that CIL did not generate the same level of funding for parish councils as traditional s106 agreements. That was a particular concern to the Local Member for Sawston due to the large number of houses being proposed through the Local Plan. The Planning and New Communities Director suggested that the three Sawston developments could be treated in the same way as the strategic developments i.e exempt them entirely from CIL and secure all infrastructure through a section 106 agreement.

Neighbourhood Plans were discussed. Members were informed that parishes would receive a larger CIL contribution if they had a Neighbourhood Plan. The misconception of the purpose of Neighbourhood Plans by some parish councils was discussed, with some seeing such a plan as a means to preventing development within their parish when the purpose was to enhance development. Members of the committee advised that this needed to be communicated more clearly to parish councils. It was suggested that an invitation to find out more about Neighbourhood Plans should be put in the Parish Bulletin.

Members were informed that feedback on CIL from other local authorities had been used to inform the Council's own strategy and approach to CIL. Feedback had been used from Huntingdonshire District Council and developers in Huntingdonshire, where

CIL had been in place since 2012. This feedback helped inform the proposal being recommended, where strategic sites such as Northstowe were exempt from CIL.

Officers were asked whether parish councils had a duty to cooperate with each other and were informed that they did not. Members proposed that this was looked at, to which officers agreed.

The Scrutiny and Overview Committee:

(a) **AGREED:**

- That communication to parish councils regarding CIL should be refined in order to avoid misconceptions and ensure they had the greatest opportunity/encouragement to respond fully to the consultation, and to ensure that parish councils could put forward specific infrastructure of strategic importance, as items they particularly wanted to see included as part of the Regulation 123 list.
- That communication was needed with parish councils to clarify the purpose of Neighbourhood Plans and the benefits in terms of CIL contributions of having such a plan.
- That Sawston developments should come under Section 106 rather than CIL and that this should be amended in the report to Cabinet.

(b) **NOTED** the infrastructure items highlighted on the CIL Preliminary Draft Charging Schedule

(c) **RECOMMENDED** the draft Regulation 123 infrastructure list to Cabinet.

59. CONSERVATION SERVICE REVIEW

Councillor Nick Wright, Portfolio Holder for Planning and Economic Development, presented the report updating Members on the Conservation and Urban Design Service Review and highlighted some of the fundamental changes which have enabled a streamlining of the service.

The Scrutiny and Overview Committee Chairman thanked officers for their prompt answers to queries submitted by Councillor de Lacey in advance of the meeting.

Discussion ensued, with concern raised regarding the outsourcing of consultants:

- The Director of Planning and New Communities clarified that the service was being kept in-house but while there were vacant posts in the service undergoing recruitment, consultants may be needed to cover the workload until a full complement of permanent in-house staff had been recruited. Members were informed that whilst the service would be kept in-house, specialist external resources may be brought in to supplement the new in-house service at times of peak activity, in order to prevent over burdening of staff.
- The Committee was informed that Essex Design consultants had been used to support the existing service for two weeks, while candidates were being interviewed for vacant posts.
- Members were also informed that a consultant had been working with the Council for one year and a second interim consultant since October 2013.

Members were informed that working with neighbouring local authorities would be piloted, but that the restructure of the service would be completed before considering a shared service with another authority.

The Committee sought assurance that the service was being restructured in order to create something completely new, consisting of posts with different job descriptions and remits. The Portfolio Holder for Planning and Economic Development assured the Committee that this was the case.

Charging for a same day emergency service (£100 charge) and an initial view pre-application service for listed building proposals (£350 charge), was discussed:

- Concern was raised that members of the public may be reluctant to seek advice early on due to these charges.
- The Portfolio Holder for Planning and Economic Development and the Director of Planning and New communities assured Members that positive feedback on these charges had been received from agents; the charges were considered very reasonable.
- Feedback from other local authorities was that premium services which members of the public paid for had been working very well.

The Scrutiny and Overview Committee **ENDORSED** the measures to support implementation of the new Urban Design and Conservation Consultancy Team.

60. SCRUTINY AND OVERVIEW ANNUAL REPORT 2013/14

The Chairman presented the draft Scrutiny and Overview Annual Report and informed Members that the Chairman's Foreword would be added to the report before it went to Full Council. Members confirmed that they agreed with the contents of the report and had no comments to add.

61. WORK PROGRAMME 2014

The report regarding the Scrutiny and Overview Committee's Work Programme was presented. Members agreed with the contents of the scoping documents contained within the report regarding the areas for potential scrutiny and the proposed next steps.

62. MONITORING THE EXECUTIVE

Councillor Bridget Smith provided a verbal update following the Planning and Economic Development Portfolio Holder's meeting:

- Ten vacant posts were being filled in the Planning Department. Some posts had been advertised with a market supplement, which could be applied for 12 months and then reviewed.
- Heritage guardianships design had been discussed and resolved at the meeting.

Councillor Alison Elcox informed Members that there had not been a Corporate and Customer Services Portfolio Holder's meeting in the last year, and requested officers raise this with the Portfolio Holder.

63. TO NOTE THE DATES OF FUTURE MEETINGS

Members noted the next scheduled meeting date was Thursday 3 July 2014, at 6pm.

The Meeting ended at 8.20 p.m.

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Agenda Item 5

SOUTH CAMBRIDGESHIRE DISTRICT COUNCIL

REPORT TO: Cabinet

10 July 2014

AUTHOR/S: Executive Director (Corporate Services)

2013-14 YEAR-END POSITION STATEMENT ON FINANCE AND PERFORMANCE

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;
 - 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;
 - 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;

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 1st 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 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;
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):
- 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)
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 RECAP¹ 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:

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.

¹ RECAP stands for Recycling in Cambridgeshire and Peterborough

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.

Effect on Strategic Aims

21. 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
[Ongoing Corporate Projects](#)
[New Corporate Projects database](#)

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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 £
	General Fund					
	Portfolio					
(59,900)	Leader	522,290	522,290	474,448	(47,800)	12,100 a
0	Finance & Staffing	2,414,210	2,394,250	2,099,098	(295,200)	(295,200) b
(409,800)	Corporate & Customer Services	1,763,130	1,902,620	1,567,603	(335,000)	74,800 a,c,d
(184,800)	Environmental Services	5,753,670	5,762,470	5,618,881	(143,600)	41,200 a,e,f
(30,000)	Housing (General Fund)	1,300,950	1,300,950	1,287,758	(13,200)	16,800 a,g,h
0	Northstowe	54,700	54,700	54,778	0	0
(725,000)	Planning & Economic Development	2,445,890	2,460,400	1,732,868	(727,500)	(2,500) a,l,j,k
(5,200)	Planning Policy & Localism	1,852,590	1,957,090	1,833,574	(123,500)	(118,300) a
	Un-Allocated					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 £
Housing Revenue Account						
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
=====		=====	=====	=====	=====	=====
Capital						
Capital Expenditure						
HRA Capital						
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)
GF Capital						
(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)
=====		=====	=====	=====	=====	=====
Capital Receipts						
(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 1st 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>AIM A – We will listen to and engage with residents, parishes and businesses to ensure we deliver first class services and value for money</p>		
<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

COUNCIL AIM AND ASSOCIATED ACTIONS (Lead Portfolio Holder / Management Team Lead)	HOW DID WE DO?	WHAT'S STILL LEFT TO DO?
	<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?
	model when appropriate.	
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>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>	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.
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>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. 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</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 in helping us monitor customer satisfaction and shape future service delivery.</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>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>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&B and associated expenditure. This has been achieved, and expenditure on this type of temporary accommodation is quarter of that spent the previous</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

COUNCIL AIM AND ASSOCIATED ACTIONS (Lead Portfolio Holder / Management Team Lead)	HOW DID WE DO?	WHAT'S STILL LEFT TO DO?
	<p>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 new housing on brownfield land first, ensure the right services were delivered for new homes and take into</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 adoption of the Local Plan and is therefore not anticipated until Spring 2015.</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>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>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 costs, carbon impacts and waste sent to landfill (Mick</p>	<p>The county-wide RECAP waste partnership has agreed to develop a full business case for implementation of a "whole systems approach" to waste collection. Ultimately the business case will</p>	<p>The Council's Corporate Plan for 2014-2019 retains waste partnership working as a strategic objective. To achieve this objective, we will:</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>Martin / Mike Hill)</p>	<p>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 Trumpington Meadows.</p> <p>The Council’s reuse and recycling rate for the year was 56.7%. The latest benchmarking figures showed</p>	<ul style="list-style-type: none"> • Agree and begin implementation of RECAP integrated waste collection model. • Continue development of joint operational waste arrangements with Cambridge City Council, and • Deliver agreed waste efficiencies and improvements.

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>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>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 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</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>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"> • Worked with County Council children and young people's locality teams, Police and housing associations on individual and shared cases. • Introduced a new IT system (E-CINS) enabling improved working with partners on anti-social behaviour incidents. • Publicised local issues of concern including awareness of shed and garage burglaries and doorstep crime. • Introduced a new format for Neighbourhood Panels to improve SCDC participation and 	<p>We will:</p> <ul style="list-style-type: none"> • Carry out further training for partners, such as housing associations, on using E-CINS. • We will continue to include articles in our residents' magazine which reflect local community safety priorities. • Ensure staff from across the Council undertake Community Safety Accreditation 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. • We will work with the police to embed the new Neighbourhood Panel arrangements.

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COUNCIL AIM AND ASSOCIATED ACTIONS (Lead Portfolio Holder / Management Team Lead)	HOW DID WE DO?	WHAT'S STILL LEFT TO DO?
	<p>working with the police.</p> <ul style="list-style-type: none"> Trained staff and partners on anti-social behaviour injunctions, with enforcement action in specific cases resulting. 	
We will work with partners to create opportunities for employment, enterprise, education and world-leading innovation		
<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 www.connectingcambridgeshire.co.uk to show how areas and parishes fit in to the roll-out plan as it progresses. It will be regularly updated.</p> <p>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</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>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>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 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>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"> • 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 • Reviewing the locality workshops and business advice service, with a view to rolling out more widely during 2014/15 • Developing and implementing a joined-up approach to work with business customers, including a key-account management service with agreed criteria. • Implementing a joint 'Business Support Hub' with Cambridgeshire County Council and

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COUNCIL AIM AND ASSOCIATED ACTIONS (Lead Portfolio Holder / Management Team Lead)	HOW DID WE DO?	WHAT'S STILL LEFT TO DO?
		partners
<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 & 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 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</p>	<p>The Tasking & 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</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</p>

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COUNCIL AIM AND ASSOCIATED ACTIONS (Lead Portfolio Holder / Management Team Lead)	HOW DID WE DO?	WHAT'S STILL LEFT TO DO?
local business success (Mick Martin / Mike Hill)	<p>Parish Councils to develop a new corporate Enforcement & 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>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>
B5. Work with the LEP and other partners to facilitate local innovation and entrepreneurship (Nick Wright / Jo Mills)	<p>The Greater Cambridge City Deal bid, put together by the district, city and county councils, Cambridge University and the Local Enterprise Partnership (LEP) will, if successful, will facilitate investment and economic growth. 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 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'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 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</p>

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		<p>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 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</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 development beyond Phase 1.</p>

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	<p>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>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 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</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"> - Develop investment proposals to deliver Northstowe Phase 2, in partnership with Cambridgeshire County Council and Homes and Communities Agency - Continue to drive forward the A14 upgrade programme - Progress the 'Wing' (Cambridge East) application - Work with promoters of Cambourne, Darwin Green and other major sites to bring forward new planning applications to deliver new homes and jobs.

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	<p>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>	
<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>Other schemes are in progress:</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</p>

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		of local communities. We will deliver actions from the New Build Strategy as part of this objective.
B10. Set up a new way of delivering equity share, market sale and private rented properties (Mark Howell / Stephen Hills)	<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>	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.
We will make sure that South Cambridgeshire continues to offer an outstanding quality of life for our residents		
C1. Develop solutions to deliver co-ordinated community transport (Nick Wright / Mike Hill)	<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</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.

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	<p>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>C2 Work with older people and the voluntary sector to roll out the new 'Community Navigators' and 'Safer Homes' schemes as part of the Ageing Well Strategy (Mick Martin / Mike Hill)</p>	<p>23 professional community navigators and 11 individual community navigators are now in place across South Cambridgeshire. The professional volunteers are from Cambridgeshire Constabulary and Bluebird Care based in Hardwick.</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 & Wellbeing and Children and Young People's strategies has progressed well.</p>	<p>Options for future funding and procurement of a countywide Safer Homes work will continue to be 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 & Well-being, Children, Young People & 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>

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<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 a £850m contract for older people's services with a view to creating a "whole system approach" to older people's health & wellbeing and joining-up with Housing services. Initial meetings have also been held to discuss the response to Ormiston work with the Gypsy and Traveller community and intelligence on housing-related matters.</p> <p>The South Cambridgeshire Local Health Partnership has begun projects looking at better support for our 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>SCDC will complete Portfolio Holder Task & Finish Group to develop an SCDC Health & 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> <p>We will commission a playing pitch assessment, across South Cambs and Cambridge, to support the new Local Plan and respond to representations.</p>

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<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>
<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"> - Action on Energy initiative launched November 2013. The scheme website www.actiononenergy.net is up and running. - Two Cambridgeshire based staff have been employed so far to work on the scheme. - Contacts have been made and are being developed with the Cambridge Citizens' Advice Bureau and Cambridge Council for Voluntary Service (CCVS). - Although South Cambridgeshire has not yet 	<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.</p>

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	<p>been the focus for a marketing campaign the 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>The first marketing campaign in a small number of 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 & 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 Corporate Plan 2014-2019 includes a key action to begin implementation of the integrated Health & Well-being, Children, Young People & 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</p>

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	<p>The Leader has agreed a plan that will see youth 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>entertainment stage at Parklife, attending the annual 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>Community Right to Bid: 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>

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	<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 www.scambs.gov.uk/grant-search-service.</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 /</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</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</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?
Stephen Hills)	prepared. The findings will be reported in October 2014.	consultation with residents, the parish council and 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>

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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
Finance and Staffing Portfolio							
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%
Housing Portfolio							
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
Corporate and Customer Services Portfolio							
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
Environmental Services Portfolio							
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%
Planning and Economic Development Portfolio							
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 7

SOUTH CAMBRIDGESHIRE DISTRICT COUNCIL

REPORT TO: Scrutiny and Overview Committee 5 November 2009
AUTHOR/S: Executive Director (Operational Services) / Corporate Manager
New Communities
Portfolio Holder: Cllr David Bard – New Communities Portfolio Holder

ORCHARD PARK PROGRESS SINCE TASK AND FINISH GROUP REVIEW

Purpose

1. To inform the committee on:
 - (a) Progress at Orchard Park since the last update in April 2009
 - (b) Progress against the Task and Finish group's recommendations of October 2008

Executive Summary

2. It is now nearly two years since the Task and Finish Group began its review of Orchard Park (then Arbury Park). Since that time much has changed and many different parties have scrutinised the development to learn lessons. In developing plans for the emerging growth sites, partners have taken forward the recommendations of the Task and Finish Group. In particular the recommendations have helped in the planning for Trumpington Meadows and Clay Farm on Cambridge Southern Fringe.
3. Orchard Park has a thriving Community Council, a new community building and is gradually taking ownership of the various parcels of public open space with sports pitches and changing facilities due for completion in spring 2010. The primary school has an active PTA, well used community rooms and has just received a good OFSTED inspection. Partners have been meeting for over a year to tackle joint issues, particularly those associated with the economic slowdown. Building has recommenced and sales are increasing. Initiatives are being explored to develop some of the remaining land parcels and studies are ongoing with regard retail options in the area.
4. The Scrutiny Committee Task and Finish Group recommendations were taken forward into an action plan, which is attached at **Appendix 1**. Progress has been made and is detailed where appropriate. Where recommendations have been implemented this is shown, although the work does not stop there. The New Communities service plans to take all the recommendations along with others highlighted by the City Council, Horizons, County Council and through our own experiences into a compendium. This would serve as a checklist for all new developments, helping to implement the higher-level principles of the Cambridgeshire Quality Charter within actual delivery.

Background

5. The Scrutiny Committee appointed a Task and Finish Group to review Orchard Park (formally Arbury Park) in February 2008. Following months of interviews with

partners, stakeholders, officers and other interested parties; the group reported their findings to Scrutiny Committee in October 2008. Cabinet considered this report in November and reported back to the Scrutiny Committee in December with an action plan to address the Task and Finish Groups recommendations. An update on the action plan and other interventions at Orchard Park was presented to the Scrutiny Committee in April 2009, following which they requested a further update in six months time. A timeline is attached at **Appendix 2** to show key dates in more detail.

6. Parish boundaries meant that Impington parish became the governing body for Orchard Park during its early stages of development. From November 2008 an interim Community Council took over chaired by resident Jens Kirschner. They worked with Impington and the three local members to manage the development's affairs until 1st April 2009 when the Parish of Orchard Park was created. Election to the Community Council could not take place until the normal day of elections, which was 4th June. This gave rise to the issue of who should represent the new Parish during this time. Following guidance from the Department for Communities and Local Government, the three local members for Histon and Impington agreed to act as representatives of Orchard Park Community Council from 1st April until 8th June or thereabouts (when the new Community Council would hold its first meeting). This was not an easy period for the local members and many lessons have been learnt for the future to ensure this situation does not arise again.
7. On 4th June 2009, nine community councillors were elected without contest to the Orchard Park Community Council. At their first meeting on 10th June Cllr Dr Bard presented the new Council with a gavel to celebrate their inauguration. A chair and vice chair were also elected at this meeting. In September the Community Council appointed a new clerk to administer the Council's affairs. Lessons have been learnt from the governance process at Orchard Park and steps are being taken to ensure a smoother transfer is achieved at the other new developments.
8. The arts have played a key role in the development of the community at Orchard Park. A public art plan funded through S106 contributions, house builders, sub developers, Cambridgeshire County Council, CABE, Arts and Business, TESCO, Grants for the Arts (Arts Council England), Awards for All (Lottery) and others has resulted in a range of arts projects including site-specific public art works and socially-engaged projects. These projects along with the activities and advice offered by the community development worker who is funded by the S106 and housing association at Orchard Park have increased the level of community participation from an early stage of the development. Many residents, who engaged early on, are still actively taking part today, including a number of Community Councillors.

Orchard Park – One year on

9. The Cambridgeshire Quality Charter for Growth sets out the core principles of the level of quality to be expected in new developments in the Cambridge Sub region. SCDC along with other partners and organisations signed up to the charter to ensure a joint approach, goals and understanding was taken to delivering growth in the region. Using the charters four principles of community, connectivity, climate and character all held together by collaboration provides a good structure on which to update members of progress at Orchard Park.

Community

10. After lengthy delays and contracted negotiations the community centre was transferred to the Community Council on 28th August 2009. It is now home to the

Community Council clerk and community development worker and hosts the Community Council meetings along with other events and activities. Funding from Cambridgeshire Horizons has enabled an alarm to be fitted and other fixtures and fittings purchased. SCDC officers are now assisting in procuring a contractor to raise the height of the ceiling in the smaller community room to enable more varied activities to take place there. Installation of CCTV is also being considered.

11. With five official Council meetings held to date the Community Council are settling in to the running of their parish. Subgroups including a planning committee and a facilities committee are now operating with their own terms of reference and taking on responsibility for their areas of work. A Community newsletter is to be published shortly to help the Community Council communicate with residents on Orchard Park and provide residents with a forum to include other news. A website is also being produced to make the Council and the development more prominent.
12. SCDC is continuing to support the Community Council with a programme of training to help develop their community leadership skills. Officers have also led on events including Cambridgeshire celebrates age in October and a volunteer's fair in November. A close relationship exists with the resident community development worker (CDW) who has helped the community to set up a number of groups, organise events and activities and help bring together lots of residents on the development. Groups include Little Apples, Able to be Independent and a residents group working on neighbourhood watch, litter picking and events. The CDW is also working closely with the Community Council to produce a newsletter, raise awareness of decision-making and improve the appearance of undeveloped land with planting events.
13. A book detailing Orchard Park's journey "Home Grown: Art and the cultivation of a neighbourhood" was recently published. A copy will be delivered free to each household. This book was one of a number of commissions made by the Orchard Park Public Art Project Management Group (OPPAPMG) consisting of Gallagher Estates, the Community Council and SCDC. OPPAPMG also commissioned a neighbourhood artist who has worked closely with residents from an early stage in the development on a number of programmes including street signs, gift frames to new residents, mosaic workshops, the banana arts unit and urban beach, and the recent Crop Marks residency with seven artists (sponsored by Premier Inn).
14. The neighbourhood artist's work comes to a close in December 2009 and she is working on a continuation strategy with Park Arts Group (PAG). PAG are a group of resident volunteers who plan to manage an annual programme of community-related arts events in partnership with the Community Council and the CDW. More details can be found on <http://www.parkartsgroup.org.uk/> and <http://www.sameanddifferent.net/>. At a recent Community Council meeting, Councillors thanked the neighbourhood artist Kirsten Lavers for her help in making Orchard Park the community it is today. Kirsten presented the Community Council with framed pictures taken throughout her time on Orchard Park to hang in the Community Centre.
15. A survey in addition to the recent Place Survey was conducted over the summer with Orchard Park and Cambourne residents. The intention was to compare the views of residents living in new communities with those living in the more established south cambs villages. A separate report detailing the results and findings is being presented to the New Communities portfolio holder (PFH) on 5th November. In summary it shows that residents in the new communities do not feel they "belong" to their neighbourhoods yet, are not as satisfied with their area as a place to live and think sports and retail facilities would improve their neighbourhoods. Not surprising results

but ones, which are analysed further along with an action, plan in the PFH report.

Connectivity

16. The Citi4 bus service began servicing Orchard Park in January 2008. There have been issues with the route, which uses some of the more narrow parts of the development and also with the location of bus stops. The Community Council, school and residents have been consulted on new locations for bus stops and changes to the route by the county council. Once these have been agreed with Gallagher's changes to the route will be implemented before Christmas and the bus shelters can begin to be built. It has been noted that passenger numbers are low and stagecoach will not run the service indefinitely if this remains the case. The Community Council has plans to publicise the bus to increase its usage.
17. The Cambridge Guided Bus runs parallel with King's Hedges Road to the front of the development at Orchard Park. Construction on this phase is ongoing and due to be complete by Christmas with residents able to use the service early in 2010. Along with the good road network, cycle and footway links, Orchard Park is very well connected to Cambridge and the surrounding area. That is not to say that improvements are not needed, especially with cycling routes from Histon and Impington.
18. There continues to be an issue with parking policies and the reality of parking in a high-density development. Parking has been provided but not all residents use the designated places and street parking is prevalent. This has caused problems with the bus route and a few accidents on tight bends within the development. Until the roads are adopted there is little enforcement that can be done, however SCDC is working with partners to look at other options, which include the introduction of a car club scheme and follow up work to the personalised travel-planning project.

Climate

19. A number of small-scale environmental projects have been initiated at Orchard Park. The school has solar panels and a wind turbine, which are connected to a display board in the school showing their outputs. They provide learning opportunities for the children and were intended to help reduce energy bills, however to date this has not been the case and the County Council are reviewing their use. Air quality monitoring equipment is also located at the school to measure the outputs from the A14. It has not been in place long enough to make assumptions since levels differ throughout the year, however the air quality action plan is available on the Council's website and shows how SCDC is tackling air quality in the area.
20. BPHA's affordable housing units on parcel F were installed with ground source heat pumps and solar panels are fitted on those at parcel B2. Usage and effectiveness is being monitored by BPHA but no results were available at the time of preparing this report. The community centre "green roof" was partly funded through the S106 innovation fund and is an additional sustainable element, which adds a new dimension to the development.
21. The land at the far East of Orchard Park (K1) shown by black stripes on **Appendix 3** is owned by Cambridge City Council. This land along with L2 opposite it, are currently being reviewed by consultant Stephen Hill of Future Planners for potential self-commissioned homes. Stephen was commissioned by SCDC and has been working with landowners, City and SCDC officers, the Community Council and interested partners/architects to review the viability of such homes in Cambridge. A workshop to

showcase some ideas is planned for 4th November after which Stephen will soft market the proposals and report back to SCDC in December with his findings. It is hoped this research can be taken forward for the other growth sites in Cambridgeshire to increase the number of sustainable innovative homes.

Character

22. As at 3rd September there were 517 homes occupied on the development (264 market and 253 affordable). All the affordable housing agreed under the outline planning consent had been built and a new site of 32 shared ownership homes was under construction on land opposite the community centre. The map at Appendix 3 shows the detail of what is built and what is planned along with land ownership details. **Appendix 4** highlights built and ongoing development to date.
23. Planning permission was granted for the local centre (blue striped land surrounding POS2 on Appendix 3) in August 2009 and a planning application has been received for the commercial area (green striped land adjacent the A14). This application is due to go to Planning Committee in December 2009.
24. The first area of public open space (POS5), which comprises a children's play area, was transferred to the community council in October 2009. Other play/seating areas including POS3, POS4, POS6 and POS 7 are currently under 12 months maintenance from the developer and planned to transfer summer 2010. POS1 which includes the changing facilities, tennis courts, sports pitches and play area are currently under construction and due to be complete in March 2010. The only outstanding area of public open space is POS2, which is planned along with the local centre.
25. As part of the housing shortfall allocation, Orchard Park has been allocated 220 extra homes on three parcels of land. These are identified on the map at Appendix 3 by the red striped land on the corner (Gallagher owned) and two orange hatched areas of land adjacent the A14 to the east end of the site (L2 and commercial, Unex owned). Discussions continue with the landowners but no planning applications have been received to date.
26. A retail study is currently taking place, reviewing the whole North West quadrant of Cambridge to assess the viability and need of retail in this area. When concluded it will give clarity to landowners at Orchard Park and North West Cambridge in relation to options for their land.

Action Plan

27. The action plan at Appendix 1 shows the recommendations made by the Task and Finish Group in November 2008. It then shows the progress that has been made against these recommendations to date. So far 32 of the recommendations have been implemented with just 12 requiring further attention.
28. The Scrutiny recommendations and other lessons learnt will all be taken forward by the New Communities Service to be included in a "New Communities Compendium" developed with partners to ensure a collaborative approach is taken to delivering new communities within the principles of the quality charter. This will ensure that even those recommendations that have been implemented (as shown on the action plan at Appendix 1) will not be forgotten, they will be implemented within the future growth sites planned for the Cambridge area.

Implications

29. The Council's financial situation will have implications for the action plan and how officers take forward recommendations at future growth sites. The New Communities service will continue to work with new communities prioritising resources to the most fundamental issues.

30.

Financial	It is hoped the cost of producing a "New Communities Compendium" can be met from existing resources and/or funding from other partners. Prioritisation of actions will be key given the current economic climate.
Legal	Legal resources to help negotiate and develop S106 packages are key to delivering a number of the recommendations and on going best practice.
Staffing	Considerable resources have been put into taking forward the recommendations from the Task and Finish group across authorities. Partnership working is key to achieving the desired outcomes within the resources available.
Risk Management	The action plan serves as a reminder to other developments of the risks involved in designing and building new communities. We will continue to monitor these through the risk assessments developed for each growth site and the corporate risk registers for the Council and Cambridgeshire Horizons.
Equal Opportunities	The council is committed to providing a fair and equitable service to all its residents and learning the lessons from developments such as Orchard Park helps to achieve this aim.

Consultations

31. Considerable consultation has taken place in the development of this report. A questionnaire was sent to the following partners/stakeholders:
- a. Orchard Park Community Council
 - b. Gallagher's
 - c. Impington Parish Council
 - d. Local Members
 - e. City Council
 - f. County Council
 - g. Persimmon homes
 - h. Martin Grant homes
 - i. Taylor Wimpy
 - j. BPHA
 - k. Places for People
 - l. Unex
 - m. Cambridgeshire Horizons
 - n. Homes and Communities Agency
32. The questionnaire sought to gather views on what had worked well/not so well at Orchard Park; what improvements could be made; what lessons needed to be learnt and any other comments. A summary of responses can be seen at **Appendix 5**.

Effect on Strategic Aims

33. Being a listening Council, providing first class services to all
Developing a compendium showing how new communities will be delivered into the future will instil confidence that lessons are being learnt and best practice is being taken forward to ensure these communities are the best they can be.
Ensuring that South Cambridgeshire continues to be a safe and healthy place
Working with partners including the PCT and Police in delivering the recommendations of the Task and Finish Group will ensure new developments are safe and healthy places to live.
Making South Cambridgeshire a place in which residents can feel proud to live
The compendium will ensure the needs of any new community are met and will support other services to deliver growth and serve a growing population. It will promote the cultural, economic and environmental sustainability of communities across the district.
Assisting provision for local jobs
The Economic strategy will identify how local jobs can be incorporated into new communities and the types of businesses that will be attracted to these developments.
Providing a voice for rural life
It is important that communities feel engaged. The Community Engagement Strategy, which has been developed in part, out of the Task and Finish Groups recommendations, will ensure residents are well informed and able to communicate effectively with the council.

Options

34. The Committee is asked to:
- Note the progress at Orchard Park,
 - Agree that the recommendations from the Task and Finish Group have been or have robust plans to be implemented, and
 - Note the production of a “New Communities Compendium” containing all the lessons learnt and recommendations from cross-district reviews to assist SCDC and partners in delivering the growth agenda.

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

- Response to Arbury Park Task and Finish Group Report – 4th December 2008
- Arbury Park Action Plan – 4th December 2008
- Arbury Park (Orchard Park) Lessons Learnt – Report to South Cambridgeshire In Your Patch Meeting – 10th December 2008
- Review of Arbury Park Development – Report to Environment Scrutiny Committee, Cambridge City Council – 13th January 2009.
- Review of the Orchard Park development and lessons to be learnt for future major developments - Report to Environment Scrutiny Committee, Cambridge City Council – 23rd June 2009.

Contact Officer: Kirsty Human – Corporate Projects Officer
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Contact Member: Cllr Dr David Bard

Portfolio Holder: Cllr Dr David Bard – New Communities Portfolio Holder

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Orchard Park Action Plan – November 2009

Recommendations as agreed by Scrutiny Committee in December 2008. Additional columns reflect current position and status of completion.

	Scrutiny Recommendation	Progress to date	Completion/ Target dates April 09	Completion/ Target dates Nov 09
1	Design Guide			
1a	The master developer or the council should produce a Design Guide, before the first planning applications are made; this should be formally adopted and then enforced when evaluating applications	The joint urban design team are taking forward the design guide and codes for the growth sites in partnership with the New Communities Team. The design guide for Trumpington Meadows will be adopted early in 2010 and will include details on phasing, materials, design and layout etc... Arrangements are being made for Members to receive guidance/training on what design codes mean and how they work.	Dec 08	Implemented
1b	The Design Guide should set out an agreed programme for phasing the development, aiming for whole sections to be completed before moving to the next phase.		March 09	Implemented
1c	The Design Guide should spell out the approach to crime and safety design issues, encouraging joint working with police and the council's arts, sports and community development teams.	Workshops have been held in 2009 with the Police and the counter terrorism unit to ensure new developments are designed and built in accordance with their safety design principles. Such learning opportunities will continue to be taken advantage of where applicable.	Dec 09	Implemented
1d	The County and District councils should specify road and footpath materials that are attractive as well as durable and fit for purpose. Planning permission should require the developer to provide and maintain paths and roads to an adoptable standard where houses are occupied.	The County and District Councils are all working in accordance with the jointly produced "Cambridgeshire Design Guide" to ensure road and footpath materials are consistent throughout the county. SCDC and County are working together to speed up adoption times whilst requiring the developer to compete surfaces outside occupied homes. This is working in Orchard Park with special arrangements being put in place for less mobile residents to aid movement around the development.	Jan 09	Implemented
1e	Design aspects not covered in the main Design Guide should be the subject of subsequent design codes.	Design codes are being produced for all the growth sites. Those for Trumpington Meadows will be approved by the JDCC early in 2010.	Dec 08	Implemented
1f	The Council should develop and use a scoring system such as at Huntingdonshire District Council, to assess large developments and inform the district-wide Design Guide	The "Building for life" checklist has been implemented for all major developments with an assessor appointed to take forward training with other staff on its requirements.	Oct 09	Implemented
2	Urban Design & Enforcement			
2a	Urban design expertise should be retained and used throughout the pre-planning, planning and construction	Joint Urban Design team in place from January 2009 now helping to take forward the major growth sites.	Jan 09	Implemented

	stages at Arbury Park and future large developments			
2b	The urban designer and planning enforcement officer should closely monitor the development at every stage, as resources allow.	SCDC does not have resources for monitoring developments. Trumpington Meadows is the first growth site to secure monies through the S106 to fund monitoring of the development. It is hoped this will be replicated on the other sites as they come forward.	Oct 09	Implemented
3	Standard of Planning Applications			
3a	SCDC should develop a stronger reputation via pre-application meetings that if proposals are not acceptable they will be refused without negotiation.	A Pre-Application advice protocol has been developed and is being publicised through the Agents Forum and via the Council's website.	Feb 09	Implemented
4	S106 Agreement			
4a	S106 officers should provide a communication hub and actively ensure that work progresses in all aspects and in compliance with agreed trigger points.	New post of S106 Implementation officer recruited to monitor S106 triggers and payments, act as central point of information for S106 issues and compliance.	Jan 09	Implemented
4b	The counting of occupations should be done (at least monthly) by only one party – preferably the planning authority, to avoid duplication – and then shared with parish, city, district and county council colleagues.	S106 Implementation officer monitors occupations and shares information with relevant council services to avoid duplication of effort.	Dec 08	Implemented
4c	S106 negotiations should invite timely input from all local stakeholders, whilst retaining probity and confidentiality of negotiations.	New post of S106 officer recruited to work with the Parishes and other stakeholders to ensure requirements/obligations are fed into S106 agreements. Working on many agreements across the district not just the growth sites e.g. Gamlingay, Thriplow and Waterbeach.	Dec 08	Implemented
5	Phased Construction			
5a	Large developments should be built according to a phasing plan, starting at one or two points, as appropriate for the size of development, then building outwards. The aim should be for residential streets and areas to be completed in phases so that new residents suffer minimum disturbance by ongoing building works. However, it should also be noted that phasing could have the effect of slowing down the rate at which affordable homes are built.	A phasing plan will be approved for the Trumpington Meadows development by the Joint Development Control Committee (JDCC). It will ensure development starts at the northern end of the site adjacent the existing community of Trumpington and then works South towards the M11. This should minimise the impact on new residents as the building moves southward completing infrastructure and planting as it goes. Discussions are ongoing with regard phasing of the other growth sites but it is hoped Trumpington will set the standard.	April 09	Implemented

5b	Commercial and community facilities should be included in the first phase, with an information centre and community development officer being on-site as soon as properties are occupied, perhaps initially located in a dual-use community house.	Resources have been secured via the S106 for Trumpington Meadows for community development workers. Community facilities are being planned in conjunction with the primary school and will be in place on occupation of the 100 th resident. Plans for interim arrangements are currently being discussed with the City Council and Cambridge Partnerships Ltd (CPL).	May 09	Implemented	
		Consultation is taking place with businesses in South Cambs to help us understand the requirements for commercial land and space. It is hoped this will result in commercial land being developed earlier within the new developments.	As sites develop	Jan 10	
5c	These should be funded and put in place at the earliest stage and then reimbursed via the S106 agreement.	Discussions ongoing with City and CPL to provide interim facilities from day one ahead of the purpose built facility.	As sites develop	March 10	
6	Community Development				
Page 61	6a	A community development plan should be produced in consultation with stakeholders, at a very early stage for each new development. It should be clear who has responsibility for delivery, monitoring and regular updating of the plan.	The City in consultation with SCDC is preparing a joint Community Development plan for the Trumpington Meadows development. It will be agreed and in place ahead of the first residents to ensure roles and responsibilities are understood and taken forward.	Oct 09	Autumn 2010
	6b	The work of arms-length community development staff should be agreed and managed via a partnership agreement. This should be reviewed quarterly as the number of residents grows.	Discussions are ongoing on joint arrangements with the City Council. Further review may take place with the Trumpington Meadows Community working group.	June 09	Ongoing
	6c	An early priority should be to arrange regular and varied community activities, bringing residents together in small and larger numbers until networks develop and become self-sustaining	All activities and work with the community will be outlined in the community development plan. Residents will review the plan when appropriate to ensure it is up to date. A review of the existing CD plan is currently underway at Cambourne.	Dec 08	Autumn 2010
	6d	Another key service is the initial 'Information Pack', which should be supplied to new residents on moving in; inclusion of a current map should be a priority. A fuller 'Welcome Pack' should be supplied, preferably in person, within three weeks. These packs should provide information that is: timely*, concise, self-explanatory, accurate; and signposting any further sources of help. *For example information about local surgeries may be needed on day one.	Welcome and information packs are in place at Cambourne and Orchard Park. They have already been revised once since their roll out and continue to have their information reviewed. Surveys sent out with them indicate that they are well received and contain all the information residents require. The template for these packs will now be discussed with partners for use at the other growth sites as they come forward.	Dec 08	Implemented
6e	All the information should also be available electronically	Packs are available on the Council's website.	March 09	Implemented	

7	Environmental Health			
7a	Landscaping features, such as earth mounds, should be used where possible as a noise barrier; this eliminates the uncertainty about the location, timing and nature of buildings used as a barrier	At Trumpington Meadows an earth bund is proposed alongside the M11. Some earth has already been deposited here from the River Cam Enhancement Project, with additional earth from the construction of the balancing ponds to also be deposited here. Further noise surveys will take place when applications are received for houses on the southern boundary to check the effectiveness of the bund. Work is ongoing between HA and SCDC with regard the design of a new fence alongside the A14 at Orchard Park.	As sites develop	Implemented
7b	Noise readings should be taken before and after a barrier is erected, and on both sides of the road. Any expert hired by the council to verify the findings should be independent of the developer.	Noise surveys have taken place at Orchard Park with further surveys planned to link in with the A14 improvements.	Oct 09	July 2010
7c	The Highways Agency and developer should communicate and consult fully with the parish and district councils regarding any proposals to alter major roads adjacent to new developments.	Consultation on A14 draft orders is currently taking place. Orchard Park Community Council have copies of the consultation documents and will be responding to the Highways Agency.	Jan 09	Jan 2010
8	Governance			
8a	The Council should explore every means of securing funding for parish councils to protect them from the financial impact of supporting large new developments. Existing parish residents must not suffer long-term costs because large-scale development has chanced to fall within their boundary.	The Councils S106 officer is working with Parish Councils to explore alternative funding. Cambridgeshire Horizons have put forward funding to Haslingfield PC for their role in Trumpington Meadows and this funding is available for other Parishes assisting with growth in the areas/on boarders.	Jan 09	Implemented
8b	Governance arrangements for new developments should be settled as early as possible to enable early community facilities to be properly managed and to provide existing and new residents with a sense of a community identity.	Informal discussions have taken place with residents at Northstowe over a boundary review based on the current planning application. Discussions will become more formal when the planning application is further advanced. Lessons have been learnt from governance at Orchard Park and steps are being taken to avoid this in the future.	March 09	Implemented
9	Delays in Moving in			
9a	The S106 agreement should agree a process for accurately setting out building locations.	This is currently being discussed with City and County colleagues in relation to enforcement and monitoring arrangements for Trumpington Meadows.	Oct 09	Implemented
9b	The Cambridgeshire Bus Team and other County Council colleagues should work closely with the planning authority	Lesson learnt and officers now working with the CGB team and Gallagher's to ensure the guided bus	Dec 08	Implemented

	to ensure the location of boundaries are agreed and observed.	boundaries are finished off in accordance with the plans.		
10	Need a single point of Contact, Communication & Control			
10a	The council and the master developer should ensure that a mechanism is established from the outset to provide a regular forum for all stakeholders to raise and resolve concerns.	The Community Engagement Strategy will detail how and what forums may be established. Other groups such as the Trumpington Meadows Community working group will inform this.	March 09	March 2010
10b	This forum could be led by a local Member who would be regarded as the champion for the new development, ensuring that cooperation and communication between all stakeholders was maintained. Such member champions should be considered for all new developments.	This issue is to be taken forward with partners/stakeholders in discussions over engagement on growth sites.	May 09	Ongoing
11	Affordable Housing			
11a	Future developments should emulate the practice used at Arbury Park of involving a consortium of RSLs in planning and negotiations from the outset.	Cambridgeshire Partnerships Limited (CPL) is the current affordable housing provider delivering 3300 homes across the growth sites. This is an innovative consortium partnership. The process of selecting a future provider is under discussion with the joint strategic housing board.	Dec 08	Implemented
12	Building Site Environment			
12a	The Council should negotiate via the S106 process that developers will register the site(s) on a considerate constructors scheme.	This is being dealt with by planning condition on Trumpington Meadows.	March 09	Implemented
12b	The master developer, or consortium should appoint an officer to monitor and oversee the development and be a point of contact for the consortium.	Funds have been secured within the S106 for enforcement and monitoring. A joint protocol to agree how and what the approach will be taken is currently being discussed between city, SCDC and county.	As sites develop	Implemented
12c	Officers should explore means of ensuring that street trees are planted at an early stage, rather than at the end of the development.	Each reserved matters application for Trumpington Meadows will detail the timing of street tree planting.	March 09	Implemented
13	Maps and Road Signs			
13a	The successful road-naming process at Arbury Park should be used at future developments.	A joint protocol with the City is being developed for Trumpington Meadows.	Dec 08	March 2010
13b	Officers should urgently explore methods for ensuring that road nameplates and current road maps are available for the first residents of a new development. These may include contractually requiring the master developer to <ul style="list-style-type: none"> provide road nameplates and locate them as guided by the County's Highways service provide simple, timely street maps 	Officers are working on a joint protocol with the City for street naming and this may include a side agreement with developers to agree street nameplate responsibilities. Primarily it is a district council function and it has not been possible to include funding with S106 agreements.	As sites develop	March 2010

	<ul style="list-style-type: none"> deposit electronic plans with Section 38 agreements 			
14	Primary School			
14a	When a school is built to serve a large housing development it should be located at the centre of the site with safe walking access from all directions and adequate road crossings.	The County Council seeks to site all new schools within major new development at locations central to its catchment area and with good pedestrian and cycle access from all directions. This approach is being pursued for all the growth areas.	Jan 09	Implemented
14b	A phasing plan for the development should provide for the school to be fully ready for use as soon as the first residents move in.	The primary school at Trumpington Meadows is planned to open in September 2012 when the trigger of 100 occupations will be met. Until then places are available within local schools. The trigger of 100 occupations has been negotiated with developers in the S106 and meets county timescales and the developer's viability.	Dec 08	Implemented
14c	Planning considerations for a school should ensure an optimum physical size that meets statutory access requirements and yet will not overburden the school budget. The building design should also fit the architectural context of the location. The outdoor space should provide a stimulating environment for playing and learning out of doors.	A design protocol has been developed in partnership with County, City and SCDC. The primary school at Trumpington Meadows will be designed in partnership with the temporary governing body and other stakeholders to ensure it meets the requirements of all involved. An access agreement for the community spaces at the school is currently being discussed.	March 09	Implemented
14d	The County Council should limit initial reception class intake to new schools and phase increases in admissions in line with forecast in-catchment pupil numbers. This would ensure that new schools grow at the same rate as the development and can accommodate all in-catchment pupils as they arrive. This would aid community cohesion.	The County Council could limit initial reception class intake to new schools and phase increases in admission in line with forecast in-catchment pupil data to ensure that new schools grow at the same rate as the development. However, it is not possible to limit children from outside the development attending the school if there are places available.	Dec 08	Implemented
15	Health Facilities			
15a	The PCT (NHS) should work with relevant surgeries to communicate with incoming residents as soon as a large development begins. Relevant surgeries may not be the nearest, but one more easily reached by public transport.	Working with the NHS and other health providers to agree surgery provision on the growth sites. Locations of surgeries and other facilities are included in welcome packs.	As sites develop	Implemented
16	Utilities			
16a	Utilities providers should be fully consulted at regional spatial strategy planning stage; not just regarding costs but also feasibility and timescales.	Discussions have taken place with colleagues at regional level on this suggestion but this is not something SCDC has control over.	As sites develop	Implemented
17	Foul and Surface Water Drainage			

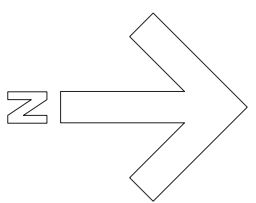
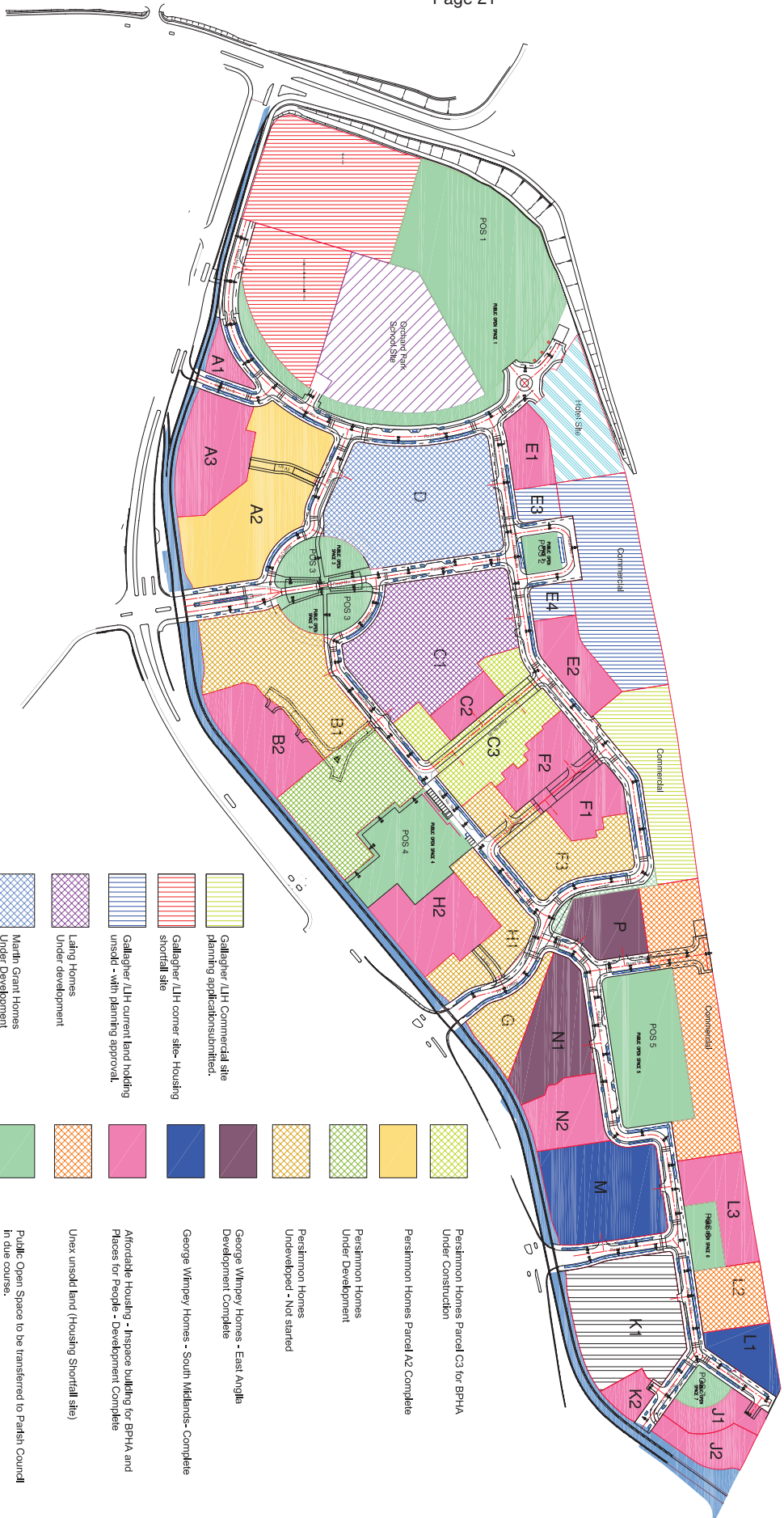
17a	<p>The District Council's on site planning monitoring officers should alert Anglian Water at an early stage, of any concerns they notice regarding construction of foul and surface water drainage systems*. This would reduce the delay in their adoption later in the process.</p> <p>*It must be clear that Anglian Water retains responsibility for monitoring and adoption.</p>	<p>Within limited resources SCDC officers will advise Anglian Water of any concerns they have in relation to the construction of foul and surface water drainage systems. We cannot monitor the works on behalf of the water authority since this is out of our remit, experience and resources.</p>	<p>As sites develop</p>	<p>Ongoing</p>
17b	<p>Where drainage adoption is delayed, the Council should keep residents informed as to who is responsible for dealing with any concerns.</p>	<p>Information on who to contact for water emergencies is included in the welcome packs delivered to residents.</p>	<p>March 09</p>	<p>Implemented</p>

















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Orchard Park Timeline

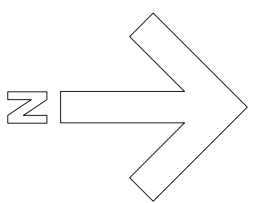
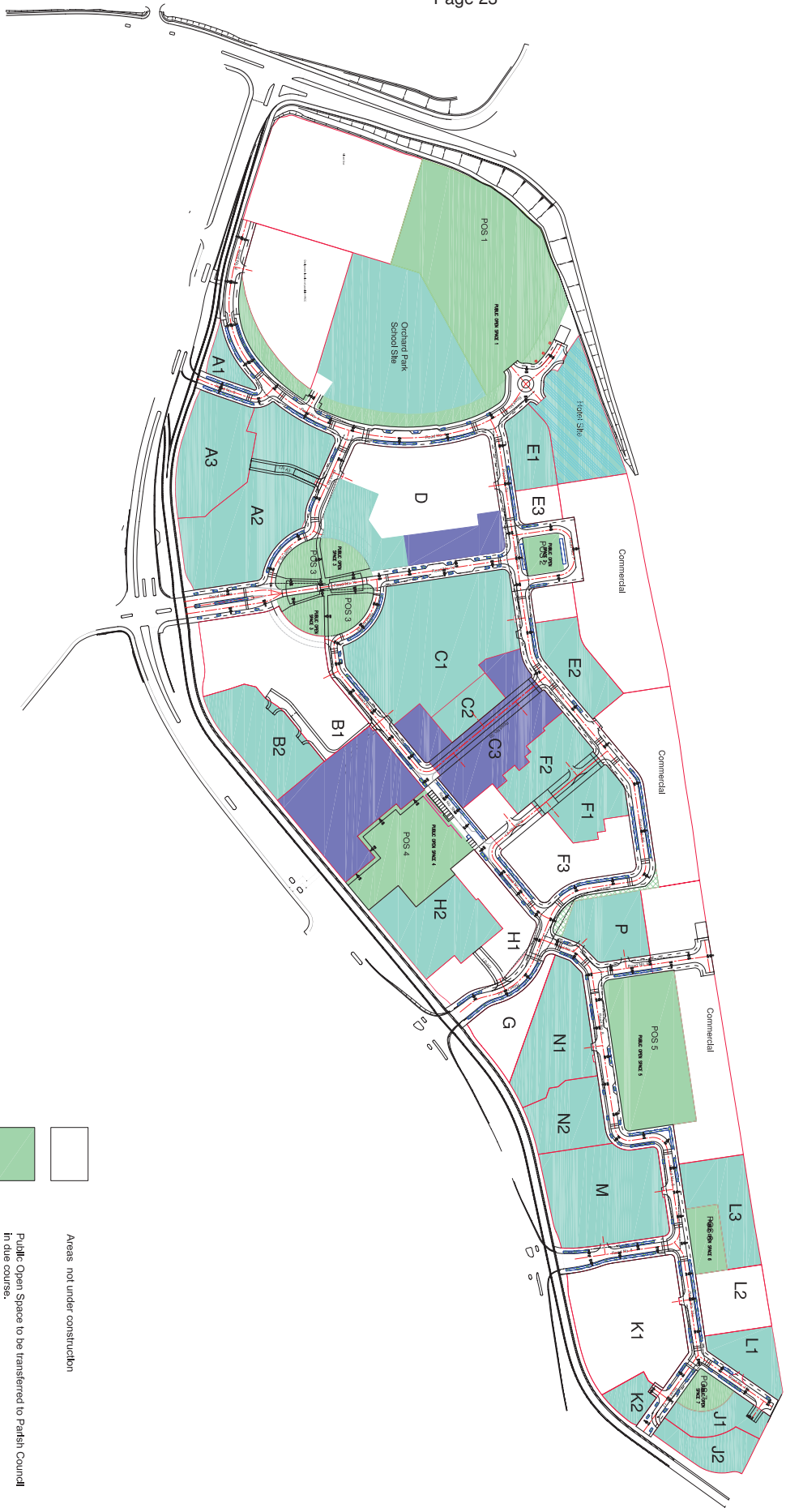
June 2005	Outline Planning Permission granted for Arbury Camp
December 2006	First houses occupied
May 2007	50 occupations
July 2007	100 occupations
September 2007	Orchard Park Primary School opened
November 2007	150 occupations
December 2007	POS5 (children's play area) open to the public
January 2008	200 occupations
February 2008	SCDC Scrutiny Committee appoints Task and Finish Group to review Arbury Park
April 2008	250 occupations
May 2008	300 occupations
September 2008	350 occupations
October 2008	Task and Finish Group present findings to Scrutiny Committee on Orchard Park
November 2008	400 occupations
November 2008	SCDC Cabinet consideration of Task and Finish Groups report
December 2008	SCDC Cabinet presents Action plan to Scrutiny Committee to address the recommendations of the Task and Finish Group
January 2009	Start of Citi 4 bus service through the development
March 2009	450 occupations
April 2009	New parish of Orchard Park created
April 2009	Progress report to Scrutiny Committee from the New Communities PFH
April 2009	Premier Inn hotel opened
April 2009	POS six and seven open to the public (Grass and paved seating areas)
May 2009	POS three (landscaped area around the circus) and four (sensory garden and children's play area at the community centre) open to the public
June 2009	Orchard Park Community Council inaugural meeting
June 2009	Work began on POS1 (sports pitches/MUGA)
July 2009	500 occupations
August 2009	Community Centre transferred to the Community Council
September 2009	Work started on artist designed local areas of play (LAPs) at A2, C1 and M
October 2009	POS5 (Children's play area) transferred to the Community Council
November 2009	Scrutiny update on Orchard Park from the New Communities PFH

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-  Gallagher / LH Commercial site planning applications submitted.
-  Gallagher / LH corner site - Housing shortfall site
-  Gallagher / LH current land holding unsold - with planning approval.
-  Liding Homes Under development
-  Merth Grant Homes Under Development
-  Cambridge Guided Bus Route, Complete November 2009
-  Persimmon Homes Parcel A2 Complete
-  Persimmon Homes Under Development
-  Persimmon Homes Underdeveloped - Not started
-  George Wimpey Homes - East Anglia Development Complete
-  George Wimpey Homes - South Midlands - Complete
-  Affordable Housing - Inspace building for BPH/A and Places for People - Development Complete
-  Unex unsold land (Housing Shortfall site)
-  Public Open Space to be transferred to Parish Council in due course.
-  Premier Inn Hotel Complete and Open
-  Cambridge City Council unsold land

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- Areas not under construction
- Public Open Space to be transferred to Parish Council in due course.
- Parcels Built Out @ October 2009
- Parcels under construction

NO.	DATE	DESCRIPTION
1		Orchard Park, Cambridge Plan of Parcel Developers Current Build Status @ October 2009.

Scale: 1:2500 (A1) Date: May 2008
 Drawing No: 8508/837
GALLAGHER ESTATES
 200, 201, 202, 203, 204, 205, 206, 207, 208, 209, 210, 211, 212, 213, 214, 215, 216, 217, 218, 219, 220, 221, 222, 223, 224, 225, 226, 227, 228, 229, 230, 231, 232, 233, 234, 235, 236, 237, 238, 239, 240, 241, 242, 243, 244, 245, 246, 247, 248, 249, 250, 251, 252, 253, 254, 255, 256, 257, 258, 259, 260, 261, 262, 263, 264, 265, 266, 267, 268, 269, 270, 271, 272, 273, 274, 275, 276, 277, 278, 279, 280, 281, 282, 283, 284, 285, 286, 287, 288, 289, 290, 291, 292, 293, 294, 295, 296, 297, 298, 299, 300, 301, 302, 303, 304, 305, 306, 307, 308, 309, 310, 311, 312, 313, 314, 315, 316, 317, 318, 319, 320, 321, 322, 323, 324, 325, 326, 327, 328, 329, 330, 331, 332, 333, 334, 335, 336, 337, 338, 339, 340, 341, 342, 343, 344, 345, 346, 347, 348, 349, 350, 351, 352, 353, 354, 355, 356, 357, 358, 359, 360, 361, 362, 363, 364, 365, 366, 367, 368, 369, 370, 371, 372, 373, 374, 375, 376, 377, 378, 379, 380, 381, 382, 383, 384, 385, 386, 387, 388, 389, 390, 391, 392, 393, 394, 395, 396, 397, 398, 399, 400, 401, 402, 403, 404, 405, 406, 407, 408, 409, 410, 411, 412, 413, 414, 415, 416, 417, 418, 419, 420, 421, 422, 423, 424, 425, 426, 427, 428, 429, 430, 431, 432, 433, 434, 435, 436, 437, 438, 439, 440, 441, 442, 443, 444, 445, 446, 447, 448, 449, 450, 451, 452, 453, 454, 455, 456, 457, 458, 459, 460, 461, 462, 463, 464, 465, 466, 467, 468, 469, 470, 471, 472, 473, 474, 475, 476, 477, 478, 479, 480, 481, 482, 483, 484, 485, 486, 487, 488, 489, 490, 491, 492, 493, 494, 495, 496, 497, 498, 499, 500, 501, 502, 503, 504, 505, 506, 507, 508, 509, 510, 511, 512, 513, 514, 515, 516, 517, 518, 519, 520, 521, 522, 523, 524, 525, 526, 527, 528, 529, 530, 531, 532, 533, 534, 535, 536, 537, 538, 539, 540, 541, 542, 543, 544, 545, 546, 547, 548, 549, 550, 551, 552, 553, 554, 555, 556, 557, 558, 559, 560, 561, 562, 563, 564, 565, 566, 567, 568, 569, 570, 571, 572, 573, 574, 575, 576, 577, 578, 579, 580, 581, 582, 583, 584, 585, 586, 587, 588, 589, 590, 591, 592, 593, 594, 595, 596, 597, 598, 599, 600, 601, 602, 603, 604, 605, 606, 607, 608, 609, 610, 611, 612, 613, 614, 615, 616, 617, 618, 619, 620, 621, 622, 623, 624, 625, 626, 627, 628, 629, 630, 631, 632, 633, 634, 635, 636, 637, 638, 639, 640, 641, 642, 643, 644, 645, 646, 647, 648, 649, 650, 651, 652, 653, 654, 655, 656, 657, 658, 659, 660, 661, 662, 663, 664, 665, 666, 667, 668, 669, 670, 671, 672, 673, 674, 675, 676, 677, 678, 679, 680, 681, 682, 683, 684, 685, 686, 687, 688, 689, 690, 691, 692, 693, 694, 695, 696, 697, 698, 699, 700, 701, 702, 703, 704, 705, 706, 707, 708, 709, 710, 711, 712, 713, 714, 715, 716, 717, 718, 719, 720, 721, 722, 723, 724, 725, 726, 727, 728, 729, 730, 731, 732, 733, 734, 735, 736, 737, 738, 739, 740, 741, 742, 743, 744, 745, 746, 747, 748, 749, 750, 751, 752, 753, 754, 755, 756, 757, 758, 759, 760, 761, 762, 763, 764, 765, 766, 767, 768, 769, 770, 771, 772, 773, 774, 775, 776, 777, 778, 779, 780, 781, 782, 783, 784, 785, 786, 787, 788, 789, 790, 791, 792, 793, 794, 795, 796, 797, 798, 799, 800, 801, 802, 803, 804, 805, 806, 807, 808, 809, 810, 811, 812, 813, 814, 815, 816, 817, 818, 819, 820, 821, 822, 823, 824, 825, 826, 827, 828, 829, 830, 831, 832, 833, 834, 835, 836, 837, 838, 839, 840, 841, 842, 843, 844, 845, 846, 847, 848, 849, 850, 851, 852, 853, 854, 855, 856, 857, 858, 859, 860, 861, 862, 863, 864, 865, 866, 867, 868, 869, 870, 871, 872, 873, 874, 875, 876, 877, 878, 879, 880, 881, 882, 883, 884, 885, 886, 887, 888, 889, 890, 891, 892, 893, 894, 895, 896, 897, 898, 899, 900, 901, 902, 903, 904, 905, 906, 907, 908, 909, 910, 911, 912, 913, 914, 915, 916, 917, 918, 919, 920, 921, 922, 923, 924, 925, 926, 927, 928, 929, 930, 931, 932, 933, 934, 935, 936, 937, 938, 939, 940, 941, 942, 943, 944, 945, 946, 947, 948, 949, 950, 951, 952, 953, 954, 955, 956, 957, 958, 959, 960, 961, 962, 963, 964, 965, 966, 967, 968, 969, 970, 971, 972, 973, 974, 975, 976, 977, 978, 979, 980, 981, 982, 983, 984, 985, 986, 987, 988, 989, 990, 991, 992, 993, 994, 995, 996, 997, 998, 999, 1000

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Partners Responses to Orchard Park Questionnaire

	Question	Response/Comment	SCDC Action to take forward
Q1	What has worked well in Orchard Park?	C1. I really like the community feel and the camaraderie that I feel here. The School and Hotel are a success also. (Community Councillor)	A1 - 4. Details of facilities, timeline and supporting comments will be added to SCDC website including any promotional/factual information produced by SCDC/partners about Orchard Park.
		C2. We are still finding ourselves as a community but there are some real positive achievements like our school and the community centre but what is working the best has to be the groups that have formed out of residents coming together. This is what will define the community at the end of the day. (Community Councillor)	
		C3. Some of the house builders have produced very attractive developments. The public open space has been well designed and laid out. (Developer)	
		C4. The Circus – a lovely open space at the centre of the development that allows townhouses to be built without reducing the light and airy feel of the development. The large POS – With basketball hoop, and play equipment for all ages, as well as an informal green open space. It seems to be well used and forms a focal point for the community. Mixture of designs – Each element of the development has its own character. Flexibility – During the downturn there was sufficient flexibility to welcome more affordable housing onsite. Engaging the community once problems started to arise, and tackling the issues they raised. (Cambridgeshire Horizons)	A4. SCDC will continue to work closely with partners and communities on all growth sites, and is currently developing a joint engagement strategy with our partners.
		C5. Some very good design and layouts, eg, Martin Grant Homes at the Circus, Courtyards etc. Good play areas/open space, School. (Local authority)	A5. Best practice designs will be taken forward in design guides for future developments.
Q2	What has not worked so well in Orchard Park?	C1. The building! It seems to be fractured and no site gels with another. The play areas and local amenities are very slow in coming, which is inexcusable. Parking is also difficult; I don't	A1. This lesson has been learnt, for example, a phasing plan for Trumpington Meadows will be agreed before any development commences. It will ensure development starts at

	<p>think anyone was realistic when the amount of cars for the development was considered. The last thing that annoys me is the quality of the planting around the area, many of the plants are dead/dying and paved areas are full of weeds giving a scruffy impression to visitors. (Community Councillor)</p>	<p>the northern end of the site adjacent the existing community of Trumpington and then works South towards the M11. This should minimise the impact on new residents as the building moves southward completing infrastructure and planting as it goes. Parking is being addressed through a personalised travel planning project, car clubs and the use of the guided bus once opened.</p> <p>In this current planting season, street trees are being replaced where necessary and maintenance carried out.</p>
	<p>C2. In completed streets, paving and above all that we do not have our shopping centre yet this is one of the most asked about issues in Orchard Park and must be resolved soon. (Community Councillor)</p>	<p>A2. SCDC and County are working together to speed up adoption times whilst requiring the developer to compete surfaces outside occupied homes. This is working in Orchard Park with special arrangements being put in place for less mobile residents to aid movement around the development. The provision of shops is market led but SCDC continues to work with Gallagher's and has recently granted detailed planning permission for the local centre.</p>
	<p>C3. The design guide is poor. It is overly prescriptive yet based on a very basic and poorly thought through sketch design. The phasing has not worked well which left some new occupants in the middle of sites, which would not be built out for perhaps several years. The Council were greedy in their section 106 demands which put pressure on the viability of the development and which was partly a cause of the site grinding to a halt. The Council did not properly engage with all of the landowners but tried to impose what they had agreed with Gallagher on the others. The Council were too concerned to meet all of the demands and threats of the RSLs to the detriment of the project as a whole. The design review panel was a waste of time because it did not adopt a consistent approach; some schemes appeared in front of it 3 times whilst other schemes were refused a second presentation; it seemed</p>	<p>A3. With the appointment of a joint urban design team, greater consideration is being given to the timing and content of design guides and codes and will provide consistent advice on schemes. All landowners signed the S106 agreement for Orchard Park.</p>

		to depend on whether the scheme was on Gallagher's part of the site. Too much time was wasted in disagreements between South Cambs and the County Council. There were too many people to deal with all of whom had differing opinions; planning officers, officers with responsibility for particular aspects, the county council, the parish council, the design review panel, the council members etc. The Councils should co-ordinate themselves better so that the process is more streamlined and consistent. (Developer)	
		C4. Phasing – Issues relating to the phasing of the development have been exasperated by the economic downturn. Commercial land – A large patch of the development, which still stands empty. Additional community facilities – have taken some time to bring on-line, in particular the tennis courts etc... which are yet to be developed at the rear of Orchard Park. (Cambridgeshire Horizons)	A4. SCDC is working on bringing undeveloped land forward using innovative approaches where possible and encouraging developers to apply for other sources of funding e.g. Kick-start Two. Work commenced in June 2009 on POS1, which includes tennis courts, pitches a play area and skate park. It is due to be complete in March 2010.
		C5. "Pepperpotting" of social housing to my mind has not happened with large chunks of social housing not really integrated either physically by appearance. Phasing plan. To my mind, this needs to apply to the whole scheme and not be skewed because affordable housing money is available. The community implications apply just as much to RSL tenants as private occupants through not having facilities available. Better phasing would have meant complete phases completed/adopted etc without the fragmentation there currently is. Handover of community facilities. There needs to be a clearly agreed and signed off specification for such facilities at the start and once completed to that specification, they are handed over. The fact that they do not meet what people expected is irrelevant - the time to get things right is the start, not the end. (Local authority)	A5. Affordable housing clusters were agreed for Orchard park. Unfortunately the market housing has not been developed as quickly as planned so there does appear to be a lack of integration at this point. Phasing plans for Trumpington Meadows will be agreed before any development commences. It will ensure development starts at the northern end of the site adjacent the existing community of Trumpington and then works South towards the M11. The addition of a community technical officer shared with the city council is facilitating better building specifications for all community buildings.

Q3.	What Improvements would you like to see in Orchard Park and how/who do you see leading on these?	C1. We, the Community Council, are trying to work to sort these problems, amongst others. (Community Councillor)	A1. SCDC is committed to working with the Community Council attending meetings and continuing to chair the Orchard park Liaison Group.
		C2. Litter on the streets and were they are building to be kept tidy at all times with single access to the sites. Even though the roads have not been adopted as residents that pay council tax this should be something that between the developers and SCDC is resolved soon. (Community Councillor)	A2. SCDC are working with the Community Development Worker to fund litter-picking equipment for the community. SCDC and County are working together to speed up road adoption times whilst requiring the developer to compete surfaces outside occupied homes.
		C3. The local centre needs to come forward soon so that the residents have some facilities available in close proximity to where they live. (Developer)	A3. The provision of shops is market led but SCDC continues to work with Gallagher's and has recently granted detailed planning permission for the local centre.
		C4. Continued research into uses of K1 and the wider retail strategy, to allow the progression of a local centre and other innovative development work. (Cambridgeshire Horizons)	A4. SCDC and partners are working on bringing undeveloped land forward using innovative approaches where possible and encouraging developers to apply for other sources of funding e.g. Kick-start two.
		C5. Just get the remaining sites developed out, roads adopted etc. Commercial facilities need to be available as soon as possible so that yet more building work doesn't start just as the residential work is all concluded. This will be market led so difficult to achieve. (Local authority)	A5. SCDC and partners are working on bringing undeveloped land forward using innovative approaches where possible and encouraging developers to apply for other sources of funding e.g. Kick-start two. A planning application for the commercial centre is being considered in December 2009 by SCDC planning committee.
Q4.	What steps could we take to ensure lessons are learned for the developments still to come in the district?	C1. Many, but the most important lesson is to keep the developers moving and working but not to have too many projects on the go at once. It would have been nice to have some completely finished areas of refuge on the Park. I don't think enough onus was placed on the importance of a local shop or pub, which is surprising since this was one of the main complaints in Cambourne. (Community Councillor)	A1. This lesson has been learnt, for example, a phasing plan for Trumpington Meadows will be agreed before any development commences. It will ensure development starts at the northern end of the site adjacent the existing community of Trumpington and then works South towards the M11. This should minimise the impact on new residents as the building moves southward completing infrastructure and planting as it goes.
		C2. This can only really be said when Orchard Park is totally finished. (Community Councillor)	A2. No comment.
		C3. Do not pretend that planners or planning consultants or	A3. With the appointment of a joint urban design team, greater

		<p>fashionable “community involvement” architects are able to produce a prescriptive design guide which, if rigorously enforced, will produce a good design. Learn from the things which are poor and produce a far shorter design guide which only deals with land uses, density ranges and height / massing ranges and which then lists out things which are not permitted. It is easier to list, for example, no external services on buildings, no satellite dishes etc and any other aspects, which have been found to be unacceptable than to try to design a quality scheme. Leave it to the individual scheme architects to produce the high quality design; they will be able to do a far better job if they are not constrained by a facile design guide, which is rigidly applied by the Council. Adopt a phasing plan which will not leave people living in the middle of a building site for years if market conditions change. Be more realistic about scheme viability and do not place unreasonable section 106 demands on developments. Developers would be able to fund the early on site provision of community facilities if the council did not take up front section 106 money which is not even intended to be spent on infrastructure for the specific development. The Council should prioritise the section 106 payments so that the early payments relate to on site facilities and off site payments are later in the overall development. (Developer)</p>	<p>consideration is being given to the timing and content of design guides and codes and will provide consistent advice on schemes. Scheme viability is being more closely scrutinised; early community provision will continue to be a priority and S106 agreements will be monitored closely.</p>
		<p>C4. I think the most important step to take is to look at the processes that have been used, and replicate those that have worked well (such as the engagement with residents to address their concerns) in future developments. Scrutiny reports appear to have been of great use to capture lessons, but it could be even more positive to formulate them together. Partnership working remains key. (Cambridgeshire Horizons)</p>	<p>A4. SCDC is looking to develop the Quality charter principles in to a “New Communities Compendium (toolkit)” which will assist partners in delivering all aspects of new communities.</p>
		<p>C5. No comment.</p>	<p>A5. No comment.</p>

Q5	Do you have any other comments to make regarding Orchard Park?	1. Love living here and hate any negative press, I am very excited to see how things pan out in the coming months. (Community Councillor)	A1. SCDC and partners have a media plan in place which aims to combat negative press and publicise the positive aspects and activities at Orchard Park.
		2. In short Orchard park is a community in progress and as this we must except that we will still make mistakes but that we do have a wonderful community and together we can make it a place were people want to live. (Community Councillor)	
		3. A survey carried out by Barton Willmore in the lead up to the Barratt appeal found that a large percentage of the residents park on the roads rather than in their designated parking bays. It seemed to be because the parking bays were not conveniently placed. (Developer)	A3. Design guidance for future developments will look to ensure the most appropriate parking arrangements are put in place. More work is planned on the personalised travel planning to make residents more aware of other forms of transport.
		4. It is good to see that (on the whole) Orchard Park is being reflected in a more positive light in the media now. I wonder whether OP residents would be willing to share their experiences with other developments in the future, to help get things started off on a positive footing, avoid any (for them) predictable problems and help residents see the power of engagement right from the start...? (Cambridgeshire Horizons)	A4. The Community Development worker at Orchard Park is facilitating this sort of experience sharing for example, residents at Loves Farm, St Neots are planning to visit Orchard Park to learn from other residents and the Community Council.
		C5. I think the location of the local centre is debatable as to whether successful or not. Prominent main road frontage would have ensured viability with passing trade and not dependent upon limited local households. The school seems to be in a strange location on the edge of the development rather than the centre. The sound fencing coming down is a concern. (Local authority)	A5. The location of the local centre may change depending n the results of the retail study however highways issues will need to be resolved if it was to be adjacent King's Hedges Road. The location of the school was agreed with the County Council. The removal of the sound fence will be subject to further planning permissions alongside the A14 and the widening of the A14.

Agenda Item 8



REPORT TO: Scrutiny and Overview Committee

3 July 2014

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

WORK PROGRAMME 2014

Purpose

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

Recommendations

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

Background

3. The latest version of the Committee's work programme is attached at **Appendix A**. It has been developed in consultation with the Chairman and Vice-Chairman, taking into account any changes agreed at the previous meeting of the Scrutiny and Overview Committee.
4. The Customer Contact Centre scoping document is attached at **Appendix B**.
5. The Scrutiny Prioritisation Tool is attached at **Appendix C**.

Considerations

The four principles of effective scrutiny

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

Work Programming

8. A number of items were put forward at the Scrutiny training session held in January 2014, for potential consideration at future meetings of the Scrutiny and Overview Committee.

9. Using the work programme prioritisation tool, as attached in **Appendix C**, these items were categorised to ascertain their priority from the Scrutiny and Overview Committee's perspective. The results of this exercise were as follows:

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

10. Members considered the Economic Development Service, and felt that this should be revisited later in the year after the Conservation Service Review had been undertaken and resulting changes implemented.
11. Members are encouraged to suggest items or topics for potential consideration at future meetings, which will be assessed using the criteria set out in the prioritisation tool.
12. Further items to consider at future meetings may be identified from the Council's Corporate Forward Plan, which is attached as **Appendix D**. Bold text in this document denotes either a new item added or a change in date from a previously published Plan.

Implications

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

Consultation responses (including from the Youth Council)

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

Effect on Strategic Aims

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

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

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

DRAFT WORK PROGRAMME 2014

Thursday 4 September 2014

- Conservation Service Review
- Position Statement on Finance, Performance and Risk 2014-15 Q1
- Customer Contact Centre Review

Thursday 6 November 2014

- Position Statement on Finance, Performance and Risk 2014-15 Q2
- Review of Corporate Plan

Items for potential future scrutiny:

- Economic Development Service – the Committee felt that this should be revisited later in the year after the Conservation Service Review has been undertaken and resulting changes implemented.
- Organisational Development Strategy – a small group of Members discussed this with the Human Resources Manager who agreed to circulate the Strategy's action plan prior to the Strategy being considered by the Portfolio Holder.
- Planning Performance – the Committee proposed to look at the following areas:
 - Planning performance data
 - Planning appeals – to include how many decisions are appealed when the Committee has gone against an officer decision
 - The planning portal of the website
- Medium Term Financial Strategy
- City Deal Governance
- South Cambs Ltd

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Scrutiny and Overview Committee Scoping

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

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

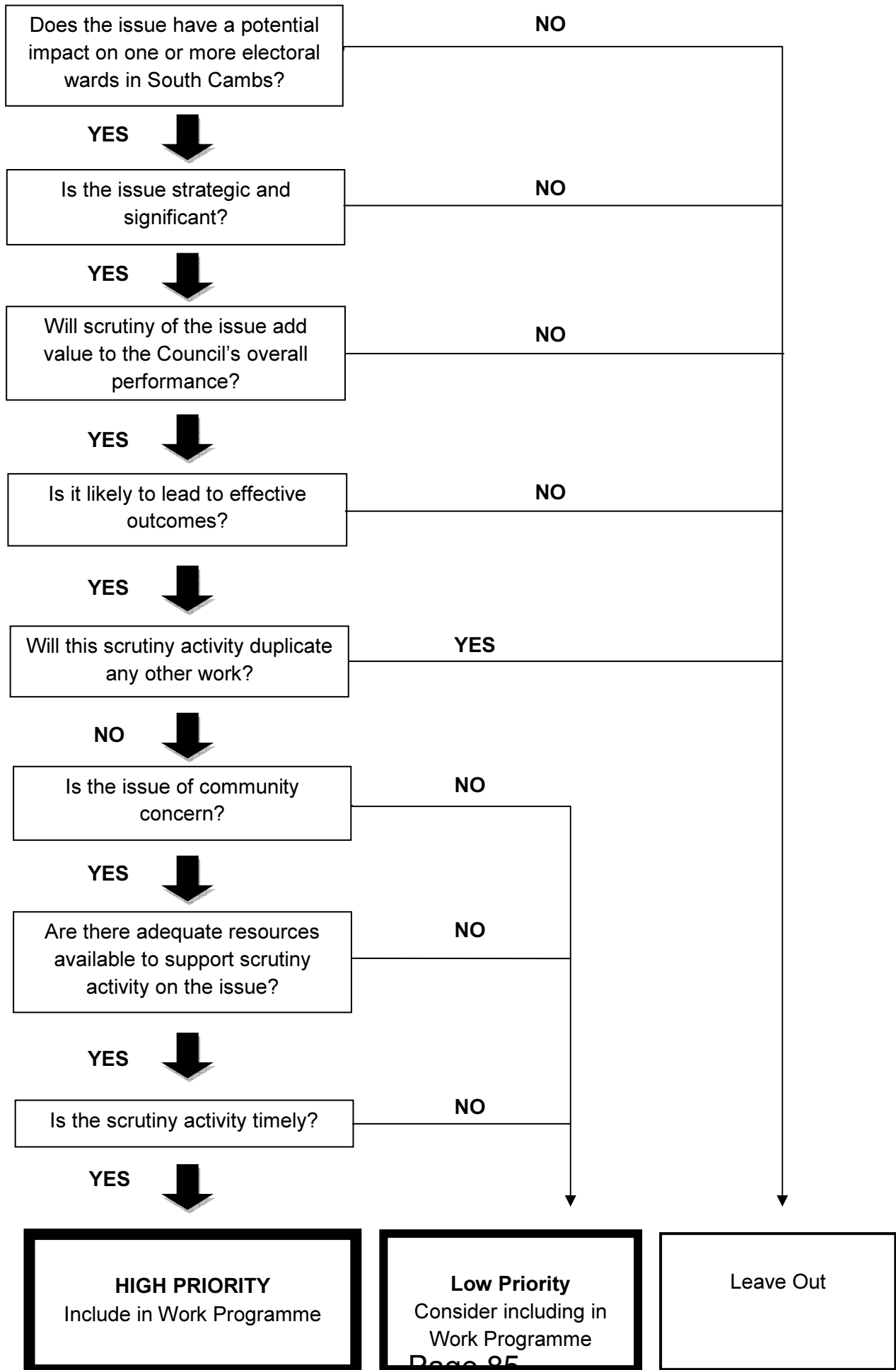
- the cost of recruitment into the Contact Centre;
- recruitment plans for the next 12 months and actual costs alongside anticipated costs;
- the savings made as a result of other service areas not having to employ temporary staff or externally advertising to fill vacancies;
- whether the required staffing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

Methodology/approach:

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

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

Scrutiny Work Programme Prioritisation Tool



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NOTICE OF KEY DECISIONS

To be taken under the Local Authorities (Executive Arrangements) (Meetings and Access to Information) (England) Regulations 2012 effective from 18 June 2014



Notice is hereby given of:

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

A Key Decision is a decision, which is likely:

- (1) (a) to result in the authority incurring expenditure which is, or the making of savings which are, significant having regard to the Council's budget for the service or function to which the decision relates; or
to be significant in terms of its effects on communities living or working in an area comprising two or more wards
- (2) In determining the meaning of 'significant' for the purposes of the above, the Council must have regard to any guidance for the time being issued by the Secretary of State in accordance with section 9Q of the 2000 Act (guidance).

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

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

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

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

Information relating to any individual

Information which is likely to reveal the identity of an individual

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

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

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

Information which reveals that the authority proposes:

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

to make an Order or Direction under any enactment

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

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

Cabinet

Councillor Ray Manning

Councillor Simon Edwards

Councillor Pippa Corney

Councillor Mark Howell

Councillor Mick Martin

Councillor David Whiteman-Downes

Councillor Tim Wotherspoon

Councillor Nick Wright

Leader of the Council

Deputy Leader and Finance and Staffing

Planning Policy and Localism

Housing

Environmental Services

Corporate and Customer Services

Northstowe

Planning and Economic Development

Key and non-key decisions effective from 18 June 2014

Decision to be made	Decision Maker	Date of Meeting	Reason for Report to be considered in Private	Portfolio Holder and Contact Officer	Documents submitted to the decision maker
Local Transport Plan: Response to consultation Non-Key	Strategic Planning and Transportation Portfolio Holder	In month June/July 2014		Strategic Planning and Transportation Portfolio Holder Claire Spencer, Senior Planning Officer (Transport Policy)	Decision notice
Long Term Transport Strategy: Response to consultation Non-Key	Strategic Planning and Transportation Portfolio Holder	In month June/July 2014		Strategic Planning and Transportation Portfolio Holder Claire Spencer, Senior Planning Officer (Transport Policy)	Decision notice
Cross-border Waste Collection: Service Level Agreement with Cambridge City Council Key	Environmental Services Portfolio Holder	In month of July 2014 (TBA)		Environmental Services Portfolio Holder Paul Quigley, Head of Environment Commissioning	Report (publication expected in July 2014)

Grant-aided Activity Update Non-Key	Leader's Portfolio Meeting	In month of July 2014 (TBA)		Leader of Council Clare Gibbons, Development Officer	Report (publication expected in July 2014)
Joint Procurement of a Cambridgeshire Handy Person Scheme Key	Environmental Services Portfolio Holder	In month of July 2014 (TBA)		Environmental Services Portfolio Holder Iain Green, Environmental Health Officer (Public Health Specialist)	Report (publication expected in July 2014)
Health and Well-being Strategy Key	Cabinet	10 July 2014		Environmental Services Portfolio Holder Gemma Barron, Partnerships Manager & Interim Sustainable Communities Team Leader, Iain Green, Environmental Health Officer (Public Health Specialist)	Report and Strategy with recommendation to Council (publication expected 2 July 2014)
Children and Young People's Plan	Cabinet	10 July 2014		Environmental Services Portfolio	Report and Plan (publication expected)

Key				Holder Gemma Barron, Partnerships Manager & Interim Sustainable Communities Team Leader	2 July 2014)
Ageing Well Strategy Key	Cabinet	10 July 2014		Environmental Services Portfolio Holder Gemma Barron, Partnerships Manager & Interim Sustainable Communities Team Leader, Iain Green, Environmental Health Officer (Public Health Specialist)	Report and Strategy (publication expected 2 July 2014)
Cambridge City & South Cambs Joint Waste Working: Outline Business Case Non-Key	Cabinet	10 July 2014		Environmental Services Portfolio Holder Mike Hill, Health and Environmental Services Director	Report (publication expected 2 July 2014)
Position Statement: Finance, Performance	Cabinet	10 July 2014		Corporate and Customer Services	Report: Quarter 4 (publication expected

and Risk 2013/14 Non-Key				Portfolio Holder John Garnham, Head of Finance, Policy & Performance, Richard May, Policy and Performance Manager Graham Smith, Management Accountant	2 July 2014)
Shared Services Key	Cabinet	10 July 2014		Leader of Council Alex Colyer, Executive Director, Corporate Services	Report (publication expected 2 July 2014)
Shared Service: Building Control Key	Cabinet	10 July 2014		Planning Portfolio Holder Jo Mills, Planning and New Communities Director	Report (publication expected 2 July 2014)
Northstowe: Investment and Delivery Key	Cabinet	10 July 2014		Strategic Planning & Transportation Portfolio Holder Jo Mills, Planning and New Communities	Report (publication expected 2 July 2014)

				Director	
Subscription to the Local Government Association Bonds Agency Non-Key	Cabinet	10 July 2014		Finance and Staffing Portfolio Holder Alex Colyer, Executive Director, Corporate Services	Report (publication expected 2 July 2014)
South Cambs Ltd - Business Case Update Key	Cabinet	10 July 2014	The report is likely to contain information relating to the financial or business affairs of any particular person (including the authority holding information)	Housing Portfolio Holder Stephen Hills, Affordable Homes Director	Report (publication expected 2 July 2014)
Treasury Management Quarterly Investment Review 2014/15 Non-Key	Finance and Staffing Portfolio Holder Finance and Staffing Portfolio Holder Finance and Staffing Portfolio Holder	15 July 2014 21 October 2014 21 April 2015		Finance and Staffing Portfolio Holder Alex Colyer, Executive Director, Corporate Services, John Garnham, Head of Finance, Policy & Performance, Sally Smart, Principal Accountant Financial & Systems	Report (publication expected 7 July 2014) Report (publication expected 13 October 2014) Report (publication expected 13 April 2015)

Write-Offs 2014/15 Key	Finance and Staffing Portfolio Holder	15 July 2014		Finance and Staffing Portfolio Holder	Report (publication expected 7 July 2014)
	Finance and Staffing Portfolio Holder	21 October 2014		Katie Brown, Revenues Manager	Report (publication expected 13 October 2014)
	Finance and Staffing Portfolio Holder	20 January 2015			Report (publication expected 12 January 2015)
	Finance and Staffing Portfolio Holder	22 April 2015			Report (publication expected 14 April 2015)
Localised Council Tax Support Scheme 2014/15 Key	Finance and Staffing Portfolio Holder	15 July 2014		Finance and Staffing Portfolio Holder	Report (publication expected 7 July 2014)
	Cabinet	11 September 2014		Alex Colyer, Executive Director, Corporate Services, Dawn Graham, Benefits Manager	Report (publication expected 3 September 2014)
	Council	29 January 2015			Report (publication expected 21 January 2015)
Appointment to the Independent Remuneration Panel Non-Key	Council	24 July 2014		Leader of Council Maggie Jennings, Democratic Services Officer	Report (publication expected 16 July 2014)

Position Statement: Finance, Performance and Risk 2014/15 Non-Key	Cabinet	11 September 2014		Corporate and Customer Services Portfolio Holder	Q1 Report and appendices (publication expected 3 September 2014)
	Cabinet	13 November 2014		John Garnham, Head of Finance, Policy & Performance, Richard May, Policy and Performance Manager, Graham Smith, Management Accountant	Q2 Report and appendices (publication expected 5 November 2014)
	Cabinet	12 February 2015			Q3 Report and appendices (publication expected 4 February 2015)
City Deal: Governance Arrangements Key	Council	27 November 2014		Leader of Council Alex Colyer, Executive Director, Corporate Services	Report (publication expected 19 November 2014)

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Cabinet Members and Responsibilities 2014-15

Description and / or Portfolio	Member	Services Covered	Lead Member for Cross Cutting Themes and / or Corporate Priorities	Lead Officer
Leader	Ray Manning	Lead on Strategic Policy, Partnerships, Grants Co-ordination and Delivery, Tackling the effects of Climate Change		Mike Hill
Deputy Leader Finance and Staffing	Simon Edwards	Finance, Staffing, Revenues and Benefits	Welfare Reform	Alex Colyer
Corporate and Customer Services	David Whiteman-Downes	Corporate Services (including Information and Communications Technology [ICT], Customer Service, Risk, Procurement, Value for Money [VfM] / Performance), Communications	Member Development	Alex Colyer
Economic Development	Nick Wright	Economic Development, the Local Enterprise Partnership, Business Support	Broadband delivery	Jo Mills
Environmental Services	Mick Martin	Environmental Health and Services, Waste and Recycling, Public Health, Private Sector Housing, Land Drainage, Licensing	Health Enforcement, Older People	Mike Hill
Housing	Mark Howell	Housing Strategy, Housing Advice and Options, Home Improvement Grants, Housing Landlord services	Equality & Diversity	Alex Colyer, Stephen Hills
Planning	Pippa Corney	Development Control, Design and Conservation, Building Control, Planning Policy, Planning, Liaison with Parishes, Community Groups / Voluntary Sector, Sport	Children and Young People	Mike Hill, Jo Mills
Strategic Planning and Transportation	Tim Wotherspoon	Strategic Transport, Community Transport, Development of new and existing Communities, Northstowe		Jo Mills

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